



Agenda

PUBLIC PROTECTION COMMITTEE

FEBRUARY 7, 2011

11:00 A.M.

651 Pine Street, Room 101, Martinez

Supervisor Federal D. Glover, Chair

Supervisor John Gioia, Vice Chair


Agenda Items:

Items may be taken out of order based on the business of the day
and preference of the Committee

1. Introductions
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes)
3. Consider report on the Contra Costa Re-entry Planning Initiative

The Public Protection Committee will provide reasonable accommodations for persons with disabilities planning to attend Public Protection Committee meetings. Contact the staff person listed below at least 72 hours before the meeting.

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 *Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.*

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Glossary of Acronyms, Abbreviations, and other Terms (in alphabetical order):

Contra Costa County has a policy of making limited use of acronyms, abbreviations, and industry-specific language in its Board of Supervisors meetings and written materials. Following is a list of commonly used language that may appear in oral presentations and written materials associated with Board meetings:

AB	Assembly Bill	HCD	(State Dept of) Housing & Community Development
ABAG	Association of Bay Area Governments	HHS	Department of Health and Human Services
ACA	Assembly Constitutional Amendment	HIPAA	Health Insurance Portability and Accountability Act
ADA	Americans with Disabilities Act of 1990	HIV	Human Immunodeficiency Syndrome
AFSCME	American Federation of State County and Municipal Employees	HOV	High Occupancy Vehicle
AICP	American Institute of Certified Planners	HR	Human Resources
AIDS	Acquired Immunodeficiency Syndrome	HUD	United States Department of Housing and Urban Development
ALUC	Airport Land Use Commission	Inc.	Incorporated
AOD	Alcohol and Other Drugs	IOC	Internal Operations Committee
BAAQMD	Bay Area Air Quality Management District	ISO	Industrial Safety Ordinance
BART	Bay Area Rapid Transit District	JPA	Joint (exercise of) Powers Authority or Agreement
BCDC	Bay Conservation & Development Commission	Lamorinda	Lafayette-Moraga-Orinda Area
BGO	Better Government Ordinance	LAFCo	Local Agency Formation Commission
BOS	Board of Supervisors	LLC	Limited Liability Company
CALTRANS	California Department of Transportation	LLP	Limited Liability Partnership
CalWIN	California Works Information Network	Local 1	Public Employees Union Local 1
CalWORKS	California Work Opportunity and Responsibility to Kids	LVN	Licensed Vocational Nurse
CAER	Community Awareness Emergency Response	MAC	Municipal Advisory Council
CAO	County Administrative Officer or Office	MBE	Minority Business Enterprise
CCHP	Contra Costa Health Plan	M.D.	Medical Doctor
CCTA	Contra Costa Transportation Authority	M.F.T.	Marriage and Family Therapist
CDBG	Community Development Block Grant	MIS	Management Information System
CEQA	California Environmental Quality Act	MOE	Maintenance of Effort
CIO	Chief Information Officer	MOU	Memorandum of Understanding
COLA	Cost of living adjustment	MTC	Metropolitan Transportation Commission
ConFire	Contra Costa Consolidated Fire District	NACo	National Association of Counties
CPA	Certified Public Accountant	OB-GYN	Obstetrics and Gynecology
CPI	Consumer Price Index	O.D.	Doctor of Optometry
CSA	County Service Area	OES-EOC	Office of Emergency Services-Emergency Operations Center
CSAC	California State Association of Counties	OSHA	Occupational Safety and Health Administration
CTC	California Transportation Commission	Psy.D.	Doctor of Psychology
dba	doing business as	RDA	Redevelopment Agency
EBMUD	East Bay Municipal Utility District	RFI	Request For Information
EIR	Environmental Impact Report	RFP	Request For Proposal
EIS	Environmental Impact Statement	RFQ	Request For Qualifications
EMCC	Emergency Medical Care Committee	RN	Registered Nurse
EMS	Emergency Medical Services	SB	Senate Bill
EPSDT	State Early Periodic Screening, Diagnosis and treatment Program (Mental Health)	SBE	Small Business Enterprise
et al.	et ali (and others)	SWAT	Southwest Area Transportation Committee
FAA	Federal Aviation Administration	TRANSPAC	Transportation Partnership & Cooperation (Central)
FEMA	Federal Emergency Management Agency	TRANSPLAN	Transportation Planning Committee (East County)
F&HS	Family and Human Services Committee	TRE or TTE	Trustee
First 5	First Five Children and Families Commission (Proposition 10)	TWIC	Transportation, Water and Infrastructure Committee
FTE	Full Time Equivalent	VA	Department of Veterans Affairs
FY	Fiscal Year	vs.	versus (against)
GHAD	Geologic Hazard Abatement District	WAN	Wide Area Network
GIS	Geographic Information System	WBE	Women Business Enterprise
		WCCTAC	West Contra Costa Transportation Advisory Committee

2011 PUBLIC PROTECTION COMMITTEE

STATUS REPORT ON THE INITIATIVE TO ESTABLISH A PRISONER RE-ENTRY NETWORK OF SERVICES

On August 25, 2009, the Board of Supervisors referred to the Public Protection Committee (PPC) a presentation by the Urban Strategies Council on how the County might support and coordinate County and local non-profit organization resources to create a network of re-entry services for individuals who are leaving jail or prison and are re-integrating in local communities. On September 14, 2009, the PPC invited the Sheriff-Coroner, County Probation Officer, District Attorney, Public Defender, Health Services Director, and Employment and Human Services Director to hear a presentation by the Urban Strategies Council. The PPC encouraged County departments to convene a task force to work develop a network for prisoner re-entry services, which has been meeting independently from the PPC.

The PPC received a status report from County departments in April 2010. The Employment and Human Services department reported on its efforts to weave together a network of services, utilizing ARRA funding for the New Start Program and on the role of One-Stop Centers in finding jobs for state parolees. Probation reported on the impacts of the anticipated flood of state parolees into the county. The Sheriff reported on the costs for expanding local jail capacity and possible expanded use of GPS (global positioning systems) use in monitoring state parolees released back to our county. The Health Services Department reported on its Healthcare for the Homeless Program as a means to get parolees into the healthcare system and on its development of cross-divisional teams on anti-violence. The Public Defender reported on its Clean State Program.

Supervisor Glover indicated that his staff would continue to coordinate this local initiative when the Urban Strategies Council exhausts its federal grant funding. The PPC continues to monitor progress on the initiative.

February 7, 2011

Attached are the complete Contra Costa County Re-entry Strategic Plan (100 pages) and an Executive Summary (6 pages) of the plan. Representatives from the Urban Strategies Council will present the plan.



Executive Summary: Contra Costa County Reentry Strategic Plan

A vision of successful community reintegration

Developed by the Contra Costa Reentry Planning Initiative

Compiled by Urban Strategies Council and Ijichi Perkins & Associates

February 1, 2011

Note on Report

This Executive Summary has been produced as a companion to the full **Reentry Strategic Plan Report**. The full report contains a Report Summary as well as the detailed report, maps and appendices. For copies of this Executive Summary and the full report, please go to www.cocoreentry.org.

Executive Summary

For the past four decades, the United States and the State of California have experienced a period of mass incarceration with prison populations steadily expanding. Consequently, there has been an accompanying mass release over this same period of time since over 90% of people incarcerated are eventually released.

BACKGROUND

Interested in addressing the issues formerly incarcerated people face upon release, DeVone Boggan, Director of the Richmond Office of Neighborhood Safety (ONS) and Supervisors Federal Glover and John Gioia, Chair and Vice-Chair, respectively, of the Public Protection Committee of the Contra Costa Board of Supervisors, collaborated to establish the Contra Costa County Reentry Planning Initiative (Reentry Planning Initiative). The ONS secured funding from The California Endowment and hired the Urban Strategies Council (Council) and Ijichi Perkins & Associates (IPA) to facilitate a process to develop a Reentry Strategic Plan to improve coordination and collaboration among reentry stakeholders and, ultimately, to improve outcomes for the formerly incarcerated residents of Contra Costa County. During the period from August 2009 through July 2010, the Initiative convened 14 meetings of approximately 200 stakeholders including county, city and state agencies, elected officials, service providers, formerly incarcerated individuals, community-based organizations and residents from across the County to gather input and advise on the strategic reentry plan.

REENTRY POPULATION IN CONTRA COSTA COUNTY

The Planning Initiative defines Reentry and Reintegration as a process, beginning at the time of adjudication, which plans for and provides the necessary services and supports to enable the formerly incarcerated individual to re-enter the community, achieve stability, successfully reintegrate back into family and community life and to complete probation and parole without being re-incarcerated.

According to 2009 data, roughly 7,318 adults and juveniles are under state or county criminal justice supervision in Contra Costa County. Moreover, in 2008, Contra Costa County sent 494 adults to state prison and 1,927 adults were released: 558 released for the first time and 1,369 released from a parole violation.

Reentry Service Needs

Upon release, the reentry population and the communities to which they return face a wide array of challenges. For the approximately 4,138 adult parolees and probationers in Contra Costa County, based on available research we estimate the following service needs:

<u>Substance Abuse:</u>	3,062 treatment spaces
<u>Employment:</u>	2,482 job placements
<u>Housing:</u>	1,241-2,069 housing placements
<u>Health Services:</u>	662 primary care slots
<u>Education:</u>	1,696 adult education spaces
<u>Family Services:</u>	2,274 parolees and probationers may need family counseling, support or reunification assistance

Recognizing these unprecedented numbers of individuals reentering the County from incarceration and their estimated service needs, Contra Costa County stakeholders have undertaken steps to establish the Contra Costa County Reentry and Reintegration Collaborative (CCCRRC) and develop a system to more effectively address the needs of the formerly incarcerated and the communities to which they are returning. The Reentry Planning Initiative and this Strategic Plan are the first steps towards establishing such a system. The primary mission of the CCCRRC is to engage and support formerly incarcerated individuals, their families, and the communities to which they return and to assist formerly incarcerated individuals to become active and impactful members of their communities. The CCCRRC will accomplish this mission through the development and support of the necessary public policies, public safety strategies, community awareness and services (See the Recommendations section below for more information on the CCCRRC).

RECOMMENDATIONS

Based upon the research, discussions and deliberations of the Task Force and Work Groups, the Planning Initiative has prepared two sets of recommendations. The first set of recommendations is directed to the Board of Supervisors. A second set of Program Recommendations is directed to the proposed CCCRRC and the community-at large and form the foundation for the work of the CCCRRC.

REENTRY SYSTEM POLICY RECOMMENDATIONS TO THE CONTRA COSTA BOARD OF SUPERVISORS

1. The Board should adopt the Contra Costa County Reentry Strategic Plan as the County's strategic plan for reentry.
2. The Board should adopt the CCCRRC as the countywide mechanism for coordination and implementation of the Strategic Reentry Plan.
3. The Board should designate a single County Agency to house the CCCRRC and to provide leadership and administrative support for its operations and to coordinate the support of other County and governmental agencies, non-profit, faith-based and business partners, and community residents in achievement of the goals and objectives set forth in the Strategic Reentry Plan

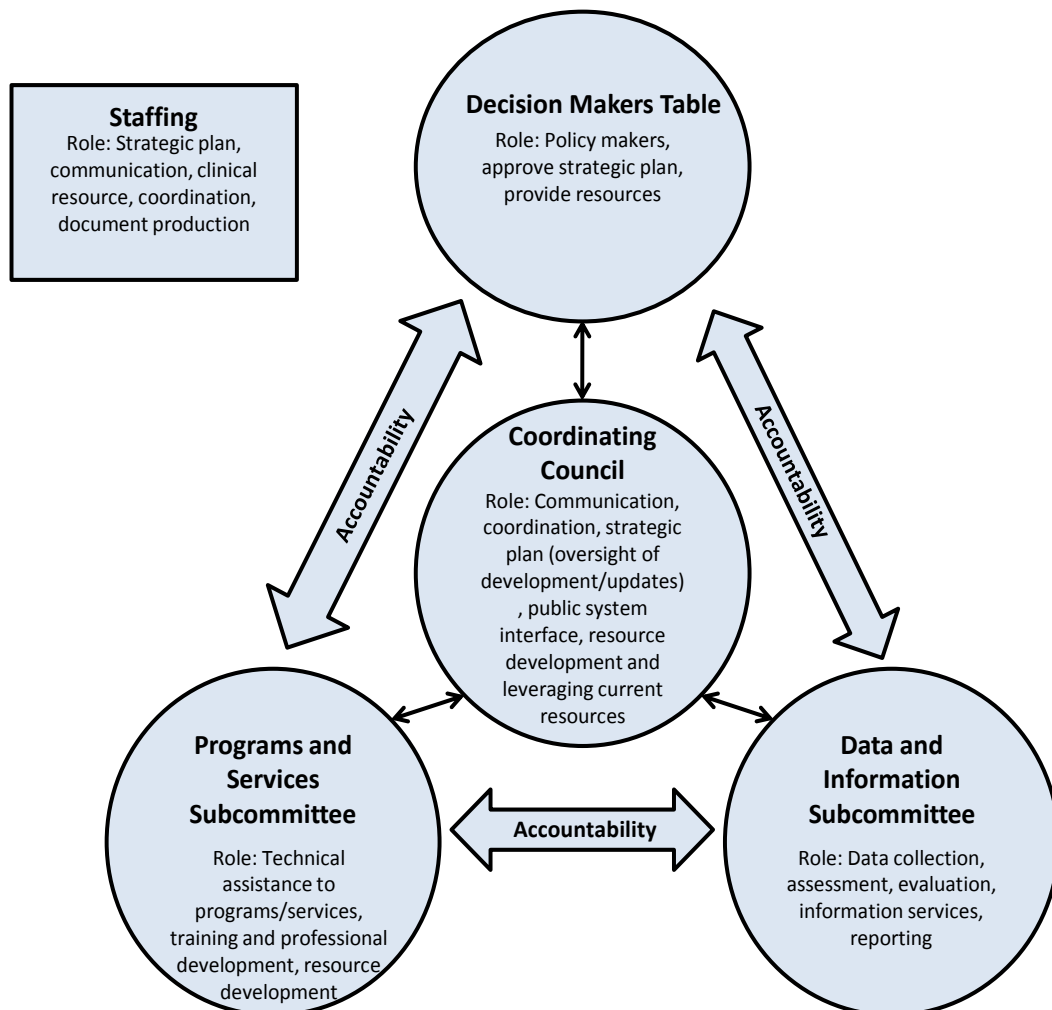
ABOUT THE CONTRA COSTA COUNTY REENTRY AND REINTEGRATION COLLABORATIVE

GOALS AND OBJECTIVES

In order for the CCCRRC to continuously improve its ability to meet the needs of individuals reintegrating into the community, reduce recidivism, and maintain public safety, it addresses a wide range of reentry-related issues including:

- Increased job training, placement, and employment opportunities
- Increased educational opportunities
- Reduced violations of conditions of supervised release
- Increased payment of child support
- Increased housing opportunities
- Reduced drug and alcohol abuse through participation in substance abuse services
- Increased participation in physical and mental health services
- Increased financial literacy
- Increased family and community engagement in reentry

STRUCTURE OF CCCRRC



Program Recommendations to CCCRRRC

The Reentry Planning Initiative also produced a series of programmatic recommendations for critical services. System-wide recommendations are supplied in the following areas:

Reentry Process

The reentry process includes several stages: sentencing, incarceration, pre-release, release and reentry. Risk and needs assessment should be conducted at sentencing and adjusted throughout to meet the needs of the individual.

Service Delivery System

Develop a system of sufficient capacity to meet the needs of the formerly incarcerated that will include trainings and professional development for service providers and county employees.

Education and Computer Literacy

Offer appropriate educational and computer skills training programs to both inmates and the formerly incarcerated.

Financial Literacy and Services

Provide basic financial literacy to the formerly incarcerated and connect them with financial services such as credit and budget counseling, bank accounts, public benefits and tax preparation assistance.

Employment

Develop and enhance job training and certificate programs targeted at the formerly incarcerated. Implement a county “Ban the Box” policy and educate employers on the financial benefits of hiring this demographic.

Mental Health

Identify individuals requiring mental health services prior to release and develop a transition process that will allow for the seamless transference of medical records between institutions. Connect youth to Contra Costa County Mental Health Services Act (MHSA) Transition Age Youth (TAY) program.

Substance Abuse

Improve the coordination of and access to substance abuse services for the reentry population beginning pre-release. Provide technical support to Addiction Recovery Counselors to ensure that prisoners suffering from substance abuse receive an integrated approach to treatment during and after incarceration.

Health

Create a special committee to coordinate all health issues and services with a view towards implementing a system for providing the reentry population with health services, including transference of medical records, connecting them to services and establishing reimbursement mechanisms.

Mentoring/Community Engagement

Create a task force dedicated to exploring structured mentoring opportunities and evidence-based practices specific to addressing the needs of formerly incarcerated individuals. Identify and obtain financial support to develop, evaluate and sustain mentoring efforts.

Housing

Involve the Inmate, Community-Based Case Manager and Parole/Probation Officer in pre-release planning process to identify housing opportunities. Collaborate with the Housing Authority to implement policies that remove barriers to housing.

Legal Services

Connect reentry population to free and low-cost legal services including family court order modifications, housing, “Clean Slate” clinics, Homeless Court and Traffic Court. Create Reentry Courts, Drug Courts, Mental Health Courts and Alternatives to Incarceration/Diversion Programs.

**Contra Costa
Reentry Initiative**



Contra Costa County Reentry Strategic Plan

A vision of successful community reintegration

Developed by the Contra Costa Reentry Planning Initiative

Compiled by Urban Strategies Council and Ijichi Perkins & Associates

February 1, 2011

Table of Contents

Report Summary	ii
Statement of Need.....	ii
BACKGROUND	vii
Report Overview	vii
Part I: Vision and Purpose	vii
Defining Reentry and Reintegration	vii
Vision, Mission and Values Statement	viii
Goals and Objectives.....	ix
Part II: Policy and System Recommendations	x
Reentry System Policy Recommendations to the Contra Costa Board of Supervisors	x
Discussion of Reentry System Policy Recommendations	xi
Part III: Program Recommendations.....	xii
System-Wide Recommendations.....	xiii
Part IV: Implementation Plan.....	xvii
CONTRA COSTA COUNTY REENTRY STRATEGIC PLAN	1
Statement of Need.....	1
Contra Costa County Reentry Planning Initiative	7
BACKGROUND	7
REENTRY PLANNING INITIATIVE START-UP (August – December 2009)	9
PLANNING TASK FORCE AND WORKGROUPS (January – July 2010)	9
ADOPTION OF STRATEGIC PLAN (September – December 2010)	12
Contra Costa Reentry and Reintegration Collaborative Strategic Plan	13
Part I: Vision and Purpose	13
Defining Reentry and Reintegration	13
Vision, Mission and Values Statement	14
VISION STATEMENT	14
MISSION STATEMENT	14
PRINCIPLES and VALUES	14
Goals and Objectives.....	15
Part II: Reentry System	16
Infrastructure	16
Committee Descriptions	18
Programs and Services.....	23
Data and Information.....	24
Communications Strategy.....	26
Part III: Program Recommendations.....	26
System-Wide Recommendations.....	27
Education and Computer Literacy	28
Financial Literacy and Services	29
Employment.....	29
Mental Health	31
Substance Abuse.....	31

Health.....	34
Mentoring/Community Engagement.....	36
Housing	37
Legal Services	39
Part IV: Implementation Plan.....	42
Adoption of the Strategic Plan (Months1-5)	42
Establish Proposed Infrastructure	44
Implementation of Programmatic Recommendations.....	48
Implementation Plan Timeline September 2010 – January 2011	64
Appendices.....	66
Appendix 1: Parolees by Zip Code 07/02/10	66
Appendix 2: Adult Probationers by City 08/06/10	67
Appendix 3: Juvenile Probationers by City 08/06/10	68
Appendix 4: Reentry Task Force Composition.....	69
Appendix 5: Health Care Services Reentry Flow Chart.....	70
Appendix 5: Contra Costa County Reentry Planning Initiative Participant List.....	71
Appendix 7: Definitions of Recidivism	76
Appendix 8: Reentry Networks in California.....	77
Appendix 9: Funding Sources for Reentry	78
End Notes.....	79

Report Summary

Statement of Need

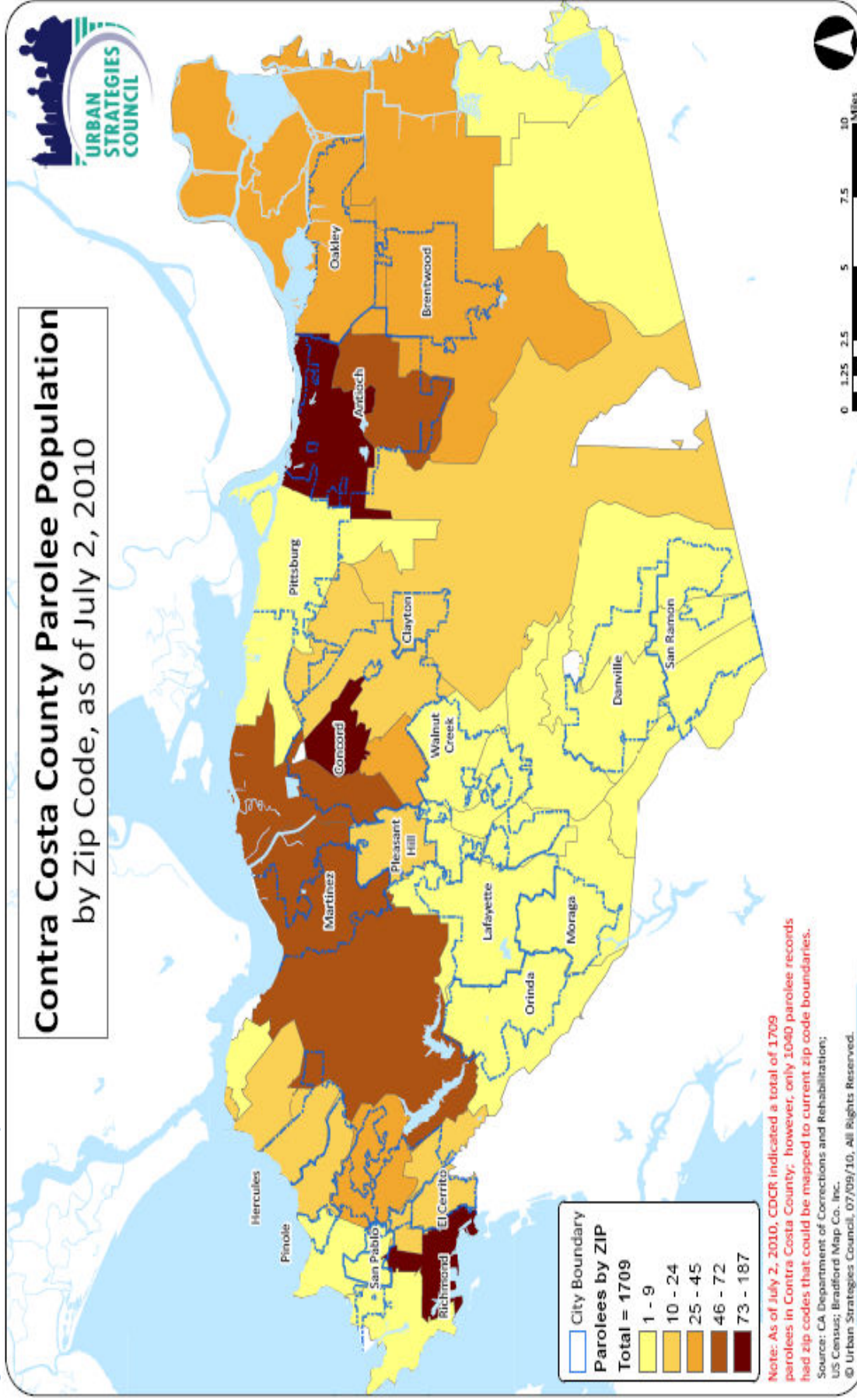
For the past four decades, the United States and the State of California have experienced a period of mass incarceration with prison populations steadily expanding. Consequently, there has been an accompanying mass release over this same period of time since over 90% of people incarcerated are eventually released.ⁱ As shown in Table 13 below, 2009 data reveal there were roughly 7,318 adults and juveniles under state or county criminal justice supervision in Contra Costa County. Moreover, in 2008, Contra Costa County sent 494 adults to state prison and 1,927 adults were released for the first time (558) or released from a parole violation (1369). Formerly incarcerated people are not evenly distributed throughout Contra Costa County and tend to be concentrated in poor urban communities of color. In Contra Costa County, the cities of Richmond, Pittsburg, Concord and Antioch have substantially higher densities of formerly incarcerated people than other areas of the county. The maps below (Figures 1, 2, and 3) provide pictures of how parolees and probationers are distributed across Contra Costa County (accompanying tables can be found in the Appendices, beginning on page 68).

Table 1: 2009 Contra Costa County Reentry Population Summary Table

	Parole	Probation	Total
Adult	1419	2719	4138
Juvenile	52 ⁱⁱ	3128	3180
Total	1471	5847	7318

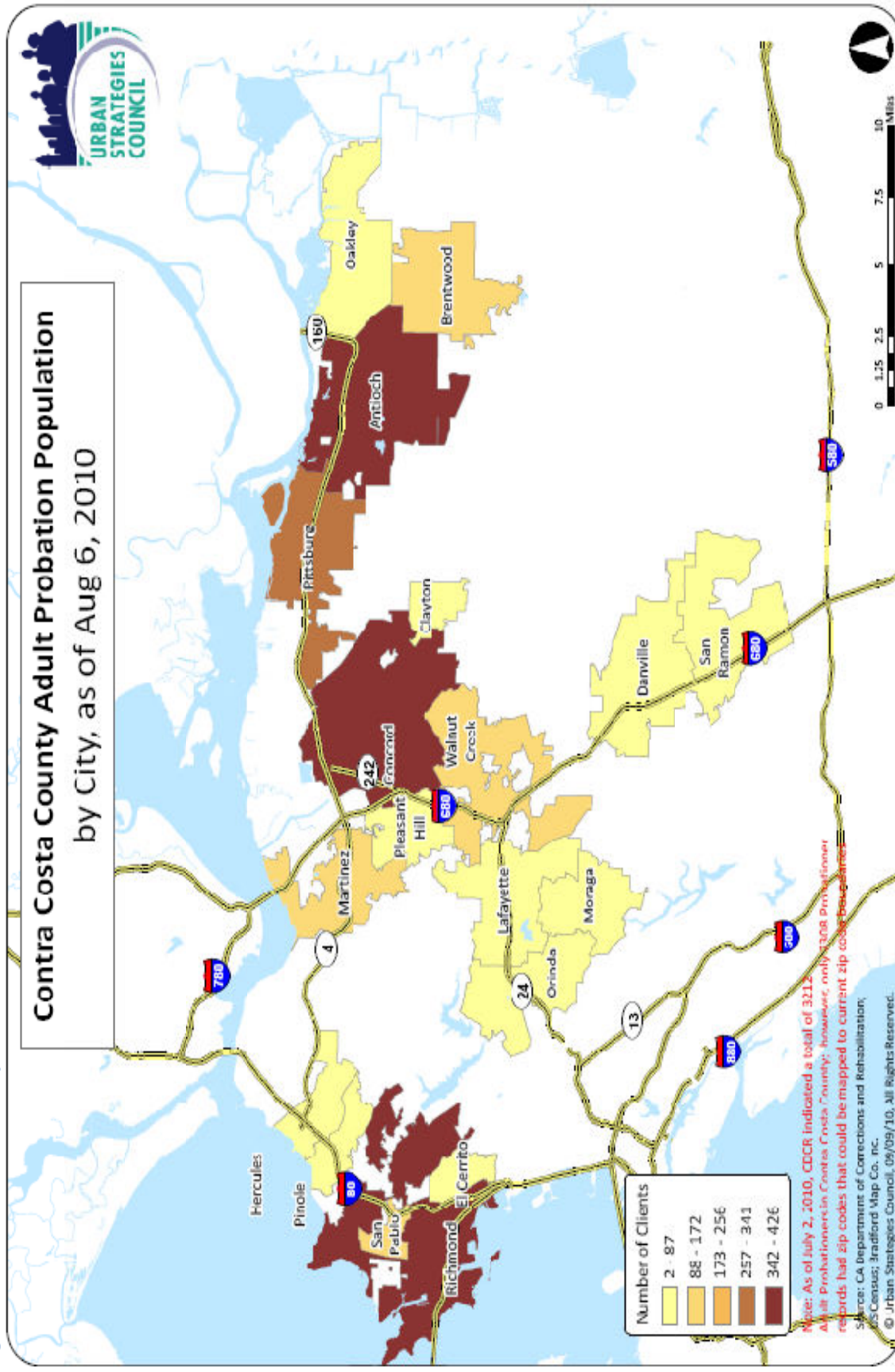
Upon release, the reentry population and the communities to which they return face a wide array of challenges. Table below summarizes current research on the service needs of formerly incarcerated adults and estimates the needs of the reentry population in Contra Costa County. As this table indicates, the reentry population is in need of health care, housing, employment, income, and a wide range of other services. Unfortunately, the communities to which they return are often the communities least capable of meeting these reintegration needs. Furthermore, CDCR and County Jails do not provide many supports during the reentry process and, consequently, over half (56%) of all people released from CDCR will return within 3 years of their release. The flow of people between these communities and prison and jails destabilizes the communities of return and creates substantial barriers to providing ongoing health, employment, housing and educational services to a population in great need of these services.

Figure 1: Adult Parolee Population 07/02/10



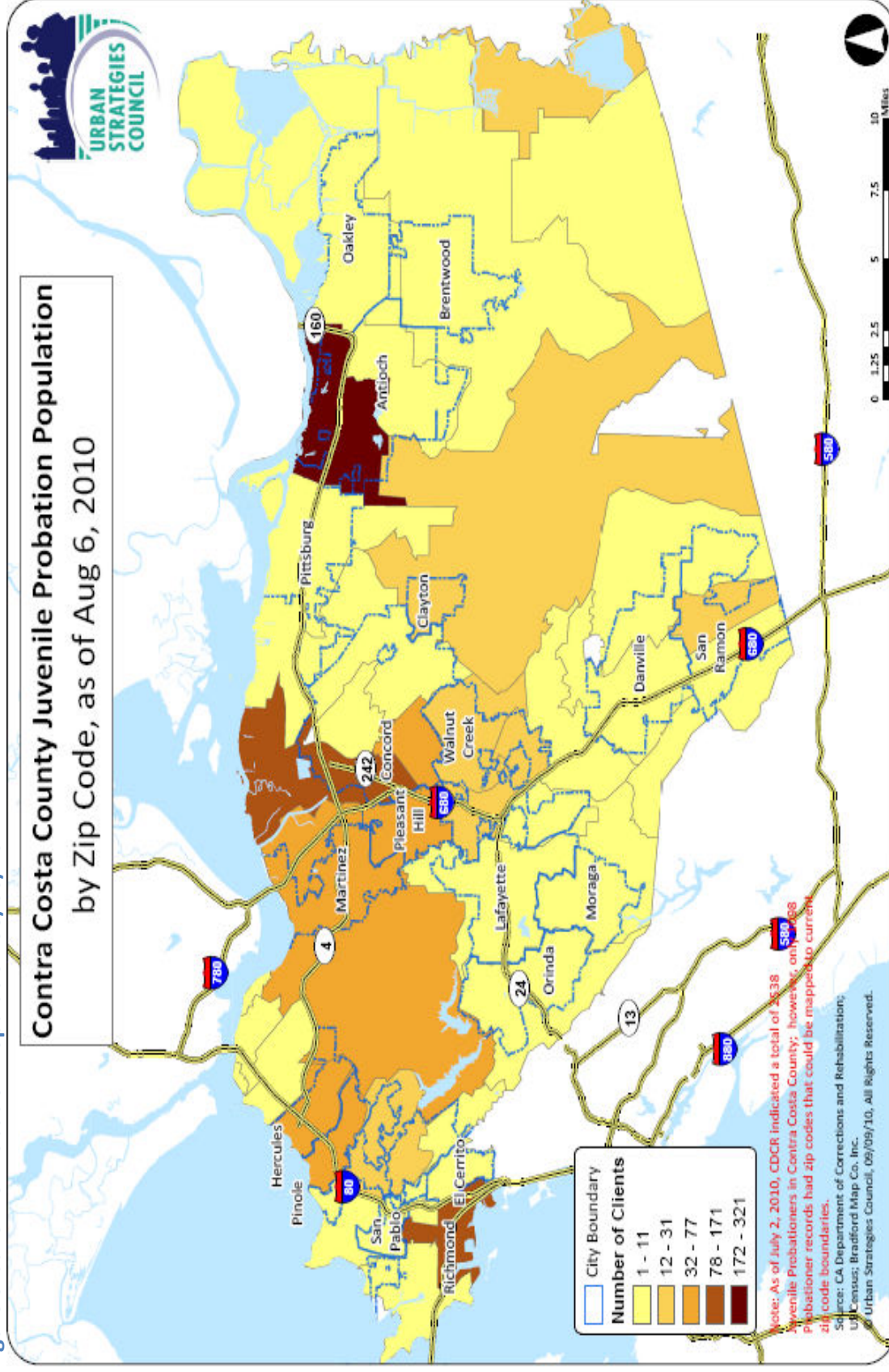
Accompanying table found in Appendix 1: Parolees by Zip Code 07/02/10

Figure 2: Adult Probation Population 08/06/10



Accompanying table found in Appendix 2: Adult Probationers by City 08/06/10

Figure 3: Juvenile Probation Population 08/06/10



Accompanying table found in Appendix 3: Juvenile Probationers by City 08/06/10

Table 2: Adult Reentry Service Needs Estimates

Research Indicates:	Among 4138 Adult Parolees and Probationers We Estimate That Approximately:
<i>Substance Abuse</i>	
74% of parolees have a history of substance abuse. Only 10% received treatment while incarcerated.	3062 treatment spaces are needed
<i>Employment</i>	
60% of parolees are not in the labor market one year after release	2482 job placements are needed
<i>Housing</i>	
Between 30% and 50% of parolees in San Francisco and Los Angeles are homeless	Between 1241 and 2069 housing placements are needed
<i>Health Services</i>	
Around 16% of prisoners have a Hepatitis C infection	662 primary care slots are needed
<i>Education</i>	
41% of parolees and 31% of probationers lack a high school diploma or GED	1696 adult education spaces are needed
<i>Family Services</i>	
55% of soon-to-be-release prisoners have children under the age of 18	2274 parolees and probationers may need family counseling, support or reunification assistance

Recognizing these unprecedented levels of reentry, Contra Costa County has undertaken steps to establish a reentry system to address the needs of the formerly incarcerated and the communities to which they are returning. The Reentry Planning Initiative and this strategic plan are the first steps towards establishing such a system. Doing so requires building an infrastructure that can foster the level of coordination and collaboration necessary for supporting people as they reintegrate into our communities. By improving our reentry systems we will simultaneously improve the health and safety of our communities and Contra Costa County.

BACKGROUND

Interested in addressing the issues formerly incarcerated people face upon release, DeVone Boggan, Director of the Richmond Office of Neighborhood Safety (ONS) and Supervisors Federal Glover and John Gioia, Chair and Vice-Chair, respectively, of the Public Protection Committee of the Contra Costa Board of Supervisors, collaborated to establish the Contra Costa County Reentry Planning Initiative (Reentry Planning Initiative). The ONS secured funding from The California Endowment and hired the Urban Strategies Council (Council) and Ijichi Perkins & Associates (IPA) to facilitate a process to develop a Reentry Strategic Plan to improve coordination and collaboration among reentry stakeholders and, ultimately, to improve outcomes for the formerly incarcerated residents of Contra Costa County. During the period from August 2009 through July 2010, the Initiative convened 14 meetings of approximately 200 stakeholders including county, city and state agencies, elected officials, service providers, formerly incarcerated individuals, community-based organizations and residents from across the county to gather input and advise on the strategic reentry plan.

This report and strategic plan are the products of a nine-month planning process involving reentry stakeholders from across Contra Costa County. The strategic plan presents a vision of reentry for Contra Costa County to make formerly incarcerated people more successful, communities safer and to improve the efficiency and effectiveness with which people returning from prison and jail are served. This Plan is considered a living document that will be regularly updated to reflect the current issues, problems and opportunities within Contra Costa County. Therefore, the strategic plan should be seen as a framework for addressing reentry throughout the county.

Report Overview

Part I of the strategic plan describes the ideological framework and foundation for subsequent portions of this document. The vision, principles and goals presented below offer a long-term perspective on how reentry should operate within Contra Costa County. Accordingly, even as progress is made towards implementing the system (described in Part II) and this strategic plan is updated, the ideological framework describe in Part I will guide future developments. In addition, the Planning Task Force determined that the coalition they are designing would be called the **Contra Costa County Reentry and Reintegration Collaborative (CCCRRC)**.

Part I: Vision and Purpose

Defining Reentry and Reintegration

Reentry and reintegration refer to both a philosophic approach to criminal justice and to a process of community reintegration. As a philosophy “reentry” refers to an approach to the criminal justice system (especially corrections) that works towards the successful reintegration of an individual from the point of adjudication within the system. Therefore, as a process, reentry begins at the time of adjudication and is completed when a person is successfully reintegrated back within their community. By focusing on community reintegration, reentry

seeks to identify and meet the needs of the individual at each point of the process in a way that supports success in the community. Furthermore, this definition of reentry emphasizes the belief that a person who successfully completes the process is more capable of leading a productive, crime-free life than when they entered the criminal justice system.

Reentry and Reintegration is defined as a process, beginning at the time of adjudication, which plans for and provides the necessary services and supports to enable the formerly incarcerated individual to re-enter the community, achieve stability and successfully reintegrate back into family and community life and to complete probation and parole without being re-incarcerated.

The CCCRRC believes that the reentry process is comprised of five stages:

1. **Arrest and Adjudication:** the period from arrest through adjudication.
2. **Incarceration:** the period of time when an individual is incarcerated within an institution.
3. **Pre-Release:** the activities that occur inside the institution to prepare a person for release once a date of release is known. Depending on the institution, the timeframe for this stage may vary with some lasting no more than a few hours and others for months.
4. **Release/Reentry:** the period of time beginning at release from the institution through the time at which the individual is stabilized back into the community.
5. **Reintegration:** the period during which a person is reintegrated within their community and is actively pursuing a path towards a healthy and productive life.

Vision, Mission and Values Statement

The following statements were developed and adopted by the CCCRRC during the Contra Costa Reentry Planning Initiative.

Vision Statement

Individuals released from incarceration into communities in Contra Costa County will become part of an integrated and supportive service network comprised of community-based organizations, government and public agencies and the broader community. This network will jointly create a pathway for the successful reentry and reintegration of formerly incarcerated individuals back into the community.

Mission Statement

The CCCRRC's primary mission is to engage and support individuals, families, and communities in formerly incarcerated individuals to become active and impactful members of their communities. The CCCRRC will accomplish this mission through the development and support of necessary public policy, public safety, community awareness and services.

Reentry services are part of a continuum that begins at the point an individual enters the justice system and continues through successful reintegration. Formerly incarcerated individuals and

others directly affected by the criminal justice system are involved with the CCCRRC, providing input on prevention, service delivery, advocacy, and policy issues that encourage reintegration into the community and recidivism reduction.

Principles and Values

The Contra Costa County Reentry and Reintegration Collaborative is guided by the following principles and values:

- CCCRRC seeks to provide increased awareness about the value of formerly incarcerated individuals and their loved ones to their communities.
- Individuals are more likely to experience success when they are part of a supportive, integrated system.
- Reentry and reintegration begin while the individual is incarcerated.
- While leaving room for innovation, evidence-based practices are utilized when developing programs and policies.
- Collaboration, coordination, information, and communication are critical to the Contra Costa County Reentry and Reintegration Collaborative's success and sustainability.
- The good of the community comes before one's self and/or organizational interests.

Goals and Objectives

Clear and concise goals and objectives are an integral part of the Contra Costa Reentry Initiative. These goals and objectives focus the efforts of the Initiative, increase its credibility with stakeholders, and provide critical tools for assessing the extent to which it is accomplishing its mission.

In terms of framing performance goals, objectives and outcomes, the Initiative:

- Uses a holistic, systemic, and inclusive approach that involves federal, state and local government stakeholders, community organizations, advocates, the formerly incarcerated as well as family and community members;
- Adopts strategies that draw on evidenced-based approaches and practices;
- Targets high-to moderate-risk probationers and parolees through the use of validated assessment tools;
- Emphasizes geographic areas in which a disproportionate number of probationers and parolees are drawn from and return to;
- Incorporates assessment and case management tools targeting continuous reentry planning, beginning at the point of admission to the criminal justice system, and working through pre- and post-release;
- Embraces a commitment to the continuous and appropriate delivery of drug treatment, medical care, job training and placement, educational services, cognitive behavioral therapy and/or other services essential to reentry; and,

- Provides for independent evaluations of reentry programs using, when feasible, random assignment and controlled studies to determine effectiveness of programs and services offered.

In order for the Initiative to continuously improve its ability to meet the needs of individuals reintegrating into the community, reduce recidivism, and maintain public safety, it addresses a wide range of reentry-related issues including:

- Increased job training, placement, and employment opportunities;
- Increased educational opportunities;
- Reduced violations of conditions of supervised release;
- Increased payment of child support;
- Increased housing opportunities;
- Reduced drug and alcohol abuse through participation in substance abuse services;
- Increased participation in physical and mental health services;
- Increased financial literacy; and
- Increased family and community engagement in reentry

These issues are addressed through program and service recommendations in Part III of this plan.

Part II: Policy and System Recommendations

Based upon the research, discussions and deliberations of the Task Force and Work Groups, the Planning Initiative has prepared two sets of recommendations. The first set of recommendations is directed to the Board of Supervisors and address broad policy and systems issues. A second set of Program Recommendations is directed to the proposed CCCRRC and the community-at large and form the foundation for the work of the CCCRRC.

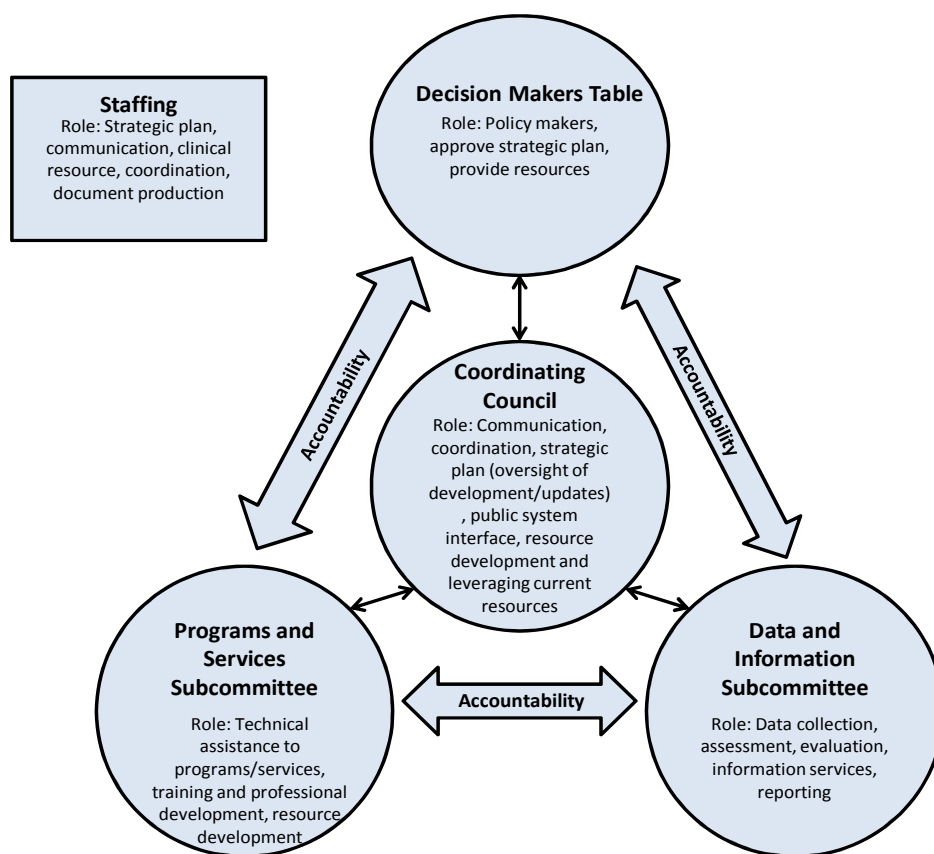
Reentry System Policy Recommendations to the Contra Costa Board of Supervisors

1. The Board should adopt/endorse the Contra Costa County Reentry Strategic Plan as the County's strategic plan for reentry.
2. The Board should adopt/endorse the CCCRRC as the countywide mechanism for coordination and implementation of the reentry strategic plan.
3. The Board should designate a single county agency to house the CCCRRC and to provide leadership and administrative support for its operations and to coordinate the support of other county and governmental agencies, non-profit, faith-based and business partners, and community residents in achievement of the goals and objectives set forth in the reentry strategic plan

Discussion of Reentry System Policy Recommendations

One of the primary goals of the Contra Costa County Reentry Planning Initiative is to design and implement a countywide infrastructure that will operate an efficient and effective system of community reentry and reintegration from incarceration. The diagram below depicts the infrastructure developed by the participants of the Reentry Planning Initiative. Each committee is described in greater detail on subsequent pages.

Figure 4: CCCRRC Infrastructure Diagram



The **Contra Costa County Coordinating Council** is the coordinating and communication hub of the collaborative. Information passes through the Coordinating Council (either formally or informally) as the lead body to ensure the collaborative remains informed of re-entry activity and supports in Contra Costa County. Representatives serving on the Coordinating Council are advisors to key decision-makers. On an annual basis the Coordinating Council will present a “State of Affairs” (plan and strategies) and a six-month review to the Decision Makers Table. This committee will be charged with discussing a wide range of issues and will serve as an advisory body to the Decision Maker Table. As the most representative body of the

Collaborative, the Coordinating Council will be responsible for establishing the operational policies of the CCCRRC. In doing so, the Coordinating Council will create a system of accountability among the various committees and all those involved with the CCCRRC.

The **Programs and Services Subcommittee** provides technical assistance for programs and services, training and professional development, resource development for providers; identifies information needs, inventories current services, best practices/research; prepares gaps/needs/assets analysis and policy recommendations. This subcommittee will initially be created from the existing East and West County provider groups. As the CCCRRC develops it may be necessary to develop workgroups around specific services (e.g., employment, housing) that will serve under the Programs and Services Subcommittee. These workgroups would bring together stakeholders within these specific fields and could be established on an as-needed basis (e.g., to develop a countywide application for funding) or become a permanent component of the CCCRRC.

The **Data and Information Subcommittee** supports the rest of the CCCRRC's effort by ensuring that data and informational needs of the various committees, stakeholders and the community are being met. They also serve an information management function by collecting the current data on the reentry population in Contra Costa County and making those data available to the CCCRRC. This subcommittee also will work with existing research and program evaluation organizations to conduct regular assessments of existing programs. The Data and Information Subcommittee will produce regular reports in order to share their research with municipal leaders, media, and local community organizations.

The **Decision Makers Table** initiates legislation and policy and commits resources and other support for the goals, objectives, and activities proposed by the Coordinating Council to improve the lives of those affected by reentry services. The Decision Makers Table approves an annual reentry plan and conducts a mid-year review to determine progress on the plan and to identify policy and resource needs.

Part III: Program Recommendations

In addition to designing a recommended infrastructure to support an effective reentry system, the Reentry Planning Initiative also produced a series of programmatic recommendations for critical services. These recommendations were developed by staff from the relevant county/city agencies, CBOs and other stakeholders engaged in the process. Each set of programmatic recommendations is specific to that service area; however, they also share a common set of ideas about how the reentry system should operate. These common elements have been pulled out from the specific service areas and are presented as "System-Wide Recommendations" because they were identified as critical to achieving the service specific recommendations outlined below. In this executive Summary we provide a sketch of the recommendations, to see the more detailed list go to page 26 of the Strategic Plan.

System-Wide Recommendations

Reentry Process Recommendations

1. *Sentencing*: Incorporate a risk and needs assessment requirement throughout the criminal justice process beginning with sentencing.
2. *Incarceration*: Utilize incarceration as an opportunity for individuals to address individual needs, increase human and social capital, and to begin establishing connections with positive social networks:
 - Begin service delivery by community-based providers immediately upon incarceration with pre-release planning beginning a minimum of 120 days prior to release whenever possible.
3. *Pre-Release*: Establish and formalize a pre-release planning process that identifies service needs and, prior to release, connects prisoners with community-based service providers.
4. *Release*: Develop a system for providing transitional services that connect the formerly incarcerated with positive social networks that were established prior to release.
5. *Reentry*: Build/support a full continuum for the provision of particular services (e.g., employment, housing, health).

Service Delivery System Recommendations

1. Develop the service delivery system to ensure sufficient capacity and supply of services to meet the needs of the formerly incarcerated population in Contra Costa County.
2. Establish professional development requirements for all service providers who receive funding through the Richmond and Contra Costa County Workforce Investment Boards.
3. Provide training opportunities for Parole, Probation and Municipal Police Departments that address best practices on how to work with the at-risk youth population.

Education and Computer Literacy Recommendations

1. Offer targeted remedial and supportive educational programs to boost basic skill proficiency levels among formerly incarcerated individuals.
2. Provide and expand in-person computer skills training programs for formerly incarcerated individuals both inside correctional/detention facilities and in the community.
3. Provide access to college level courses (during and after incarceration), financial aid, and support services (EOPS, DSPS, tutoring, counseling, reentry programs).
4. Offer supportive programs to prepare formerly incarcerated individuals for the necessary discipline and focus required for long-term commitment to educational goals such as completion of the G.E.D.

Financial Literacy and Services

1. Provide basic financial literacy skills training to formerly incarcerated individuals who leave custody and access services through the CCCRRC.
2. Provide formerly incarcerated individuals with access to financial support tools, including public benefits, supportive services, and individual development accounts (IDAs) to help individuals begin to stabilize their financial situations.
3. Conduct targeted outreach to the re-entry population for free tax preparation assistance to help them access Earned Income Tax Credit.
4. Offer credit-counseling/credit-repair.
5. Connect individuals with bank accounts to avoid check cashing outlets.
6. Provide budgeting classes/counseling.

Employment

1. Develop targeted services and programs to increase the employment rate of formerly incarcerated individuals and address the impact of a criminal record on employment.
2. Expand the number and range of supported/subsidized work experience programs for formerly incarcerated individuals.
3. Develop and enhance job-specific training and certification programs during incarceration.
4. Develop and enhance paid training programs/transitional employment in multiple sectors, targeting individuals recently released from incarceration.
5. Evaluate the County's hiring procedures and adopt the specific Equal Employment Opportunity Commission (EEOC) criteria that reflect minimum federal requirements.
6. Implement a County "Ban the Box" policy to remove the question about criminal records from County employment applications during the initial application stage of the hiring process.
7. Outreach to businesses/employers to encourage use of available financial incentives for hiring people with criminal records.
8. Create an efficient process for access to employment records during incarceration from CDCR, county detention system and juvenile hall.

Mental Health

1. Identify parolees/probationers with mental health issues prior to release.
2. Develop a seamless transition into mental health services from county jail and state prison that ensures an intake appointment within the first week of release.
3. Implement a process for obtaining/transferring complete medical records prior to release.
4. Implement a process for developing a case conference/treatment plan with affected departments/agencies prior to release.
5. Incorporate mental health status exam into sentencing determinations, especially for youth.

6. If a youth is a mental health services consumer, connect him/her to the Contra Costa County Mental Health Services Act (MHSA) Transition Age Youth (TAY) program.

Substance Abuse

1. Improve the coordination of and access to substance abuse services for the reentry population.
2. Coordinate the development of the pre-release substance abuse assessments.
3. Early identification of substance-abusing prisoners scheduled to return to Contra Costa County, supporting early and active transition planning 3 months prior to release.
4. Develop an effective and regular system of communication between Addiction Recovery Counselors (ARC) counselors and Alcohol and Other Drug Services (AODS).
5. Provide technical support to ARC counselors to ensure that prisoners suffering from substance abuse or co-occurring disorders receive an integrated approach to treatment during and after incarceration as determined by an AOD assessment.
6. Ensure that ARC counselors incorporate conditions of parole into clients' transition plans.
7. Assess clients' eligibility to public benefits prior to release.
8. Develop a system to connect formerly incarcerated individuals with positive social networks prior to release.
9. Ensure that ARC counselors keep up-to-date information about substance abuse services in Contra Costa County.
10. Address immediate issues prior to release that could prevent successful reentry such as substance abuse treatment, lack of medication, housing, etc.

Health

1. Develop a coordinated mechanism for providing re-entrants with health services.
2. Ensure that reimbursement mechanisms for covering the cost of health care are established and that MOUs and policy related to this are implemented.
3. Establish a special committee to coordinate mental health, health and substance abuse issues.
4. Advocate with CDCR to obtain medical, mental health and substance abuse records to provide continuity of care and expedite establishment of benefits.
5. Advocate for clarification of the definition of "legal residence" to ensure access to all potential reimbursement mechanisms.

Mentoring/Community Engagement

1. Incorporate a consultation with youth social worker, advocate or mentor (if possible) into sentencing decision in order to gather valuable psychosocial information on youth.
2. Create a task force dedicated to exploring structured mentoring opportunities/practices specific to addressing the needs of formerly incarcerated individuals.

3. Identify promising strategies/evidence-based models and best practices of mentoring that have demonstrated success in serving those who are formerly incarcerated.
4. Select and support the development of successful mentoring strategies/programs that are designed specifically to serve the formerly incarcerated:
 - Identify and obtain financial support to develop, evaluate and sustain mentoring efforts that address the needs of the formerly incarcerated.
 - Implement the program with operating procedures and standards for mentor and participant that include recruitment, screening, training, matching, monitoring and support, match closure and evaluation strategies based on the latest mentoring research and evidence from experienced mentoring practitioners.

Housing

1. Ensure housing-focused discharge planning prior to release.
2. Develop pre-release plans that realistically address the housing needs of the individual.
3. Involve the inmate, community-based case manager and parole/probation officer in pre-release planning process.
4. Connect formerly incarcerated individuals with support system immediately upon release.
5. Provide opportunities for community service upon release.
6. Offer peer-driven case management and supports to facilitate transition process.
7. Remove any barriers to affordable housing:
 - Work with developers to remove "screening" for people with criminal records.
 - Work with Housing Authority to remove any potential barriers in their policies and practices.
 - Work with affordable housing currently in operation to make sure that there is no bar against the formerly incarcerated person reentering those units (i.e. to reunify with family).
8. Increase the supply of housing dedicated to the formerly incarcerated in Contra Costa County
9. Provide service providers with professional training opportunities to develop their understanding of the formerly incarcerated.
 - Establish professional development requirements for all service providers who receive funding through the Richmond and Contra Costa County Workforce Investment Boards.

Legal Services

1. Conduct a legal issues risk and needs assessment to during incarceration, pre-release and post-release.
2. Increase the number of currently incarcerated and formerly incarcerated individuals' participation in services/programs that modify child support payments, establish

paternity, determine visitation rights, and release license holds immediately upon incarceration.

3. Increase the number of formerly incarcerated individuals' participation with Housing Law Providers in an effort to decrease evictions and increase access to subsidized housing.
4. Increase the number of formerly incarcerated individuals who participate in Homeless Court and/or attend Traffic Court.
5. Increase the number of formerly incarcerated individuals who have access to their county/state RAP sheet.
6. Increase number of employers who understand and follow employment law related to hiring individuals with criminal records.
7. Increase understanding and completion of terms of Parole and Probation in order to decrease violations. Increase communication between Parole/Probation and service providers regarding violation hearings.
8. Increase number of registered and voting formerly incarcerated individuals in Contra Costa County.
9. Create reentry courts, drug courts, mental health courts and alternatives to incarceration/diversion programs in order to address underlying causal factors for offenses such as substance abuse and mental health disorders in order to reduce recidivism and increase recovery.
10. Create a monthly "Clean Slate" clinic that provides access to legal remedies to common barriers to housing, employment and public benefits and for juveniles' record sealing.
11. Create training for reentry service providers on legal issues, barriers and remedies. Establish training requirements around reentry legal issues for all service providers who receive funding through the Richmond and Contra Costa County funding streams specific to the area of service.
12. If youth is incarcerated for sex work, work with judge to see if there is a prison/jail alternative.
13. Identify jail/prison alternatives for youth (e.g., boys/girls ranch, mental health treatment center) if appropriate, and inform judge of these options.

Part IV: Implementation Plan

The implementation of this strategic plan consists of three phases: 1) Adoption of the Strategic Plan; 2) Establishment of the Reentry Infrastructure; and 3) Implementation of the Programmatic Recommendations.

The first phase of implementation is to have the strategic plan formally adopted by the Contra Costa County Board of Supervisors and the Antioch, Concord, Pittsburg and Richmond City Councils. Therefore, the members of the Reentry Planning Task Force and the soon to be established CCCRRC will hold a series of meetings with the directors of county and city agencies in these jurisdictions to brief them and obtain their support for this Strategic Plan.

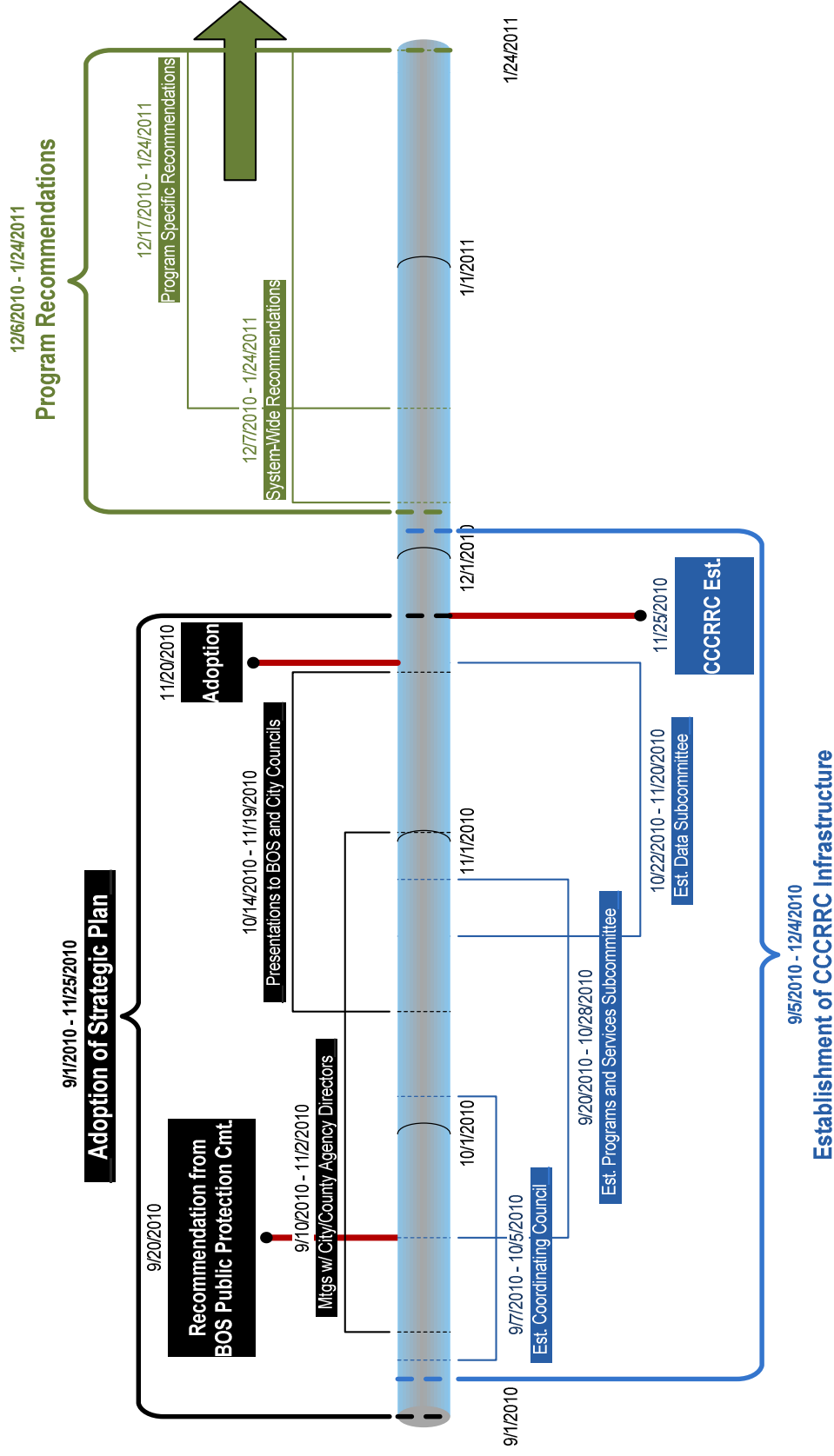
Subsequently, the strategic plan will be brought to the Contra Costa County Board of Supervisors and city councils with a request for formal adoption.

Concurrent with the adoption of the strategic plan the participants of the Reentry Planning Initiative will begin to establish the reentry infrastructure outlined above. The current Reentry Planning Task Force will create the Coordinating Council and the existing East and West County Provider groups will create the Programs and Services Subcommittee. During this time the committees will establish their procedural and operational practices to ensure that they are fully functioning when the Board of Supervisors adopts the strategic plan.

Implementation of the programmatic recommendations will begin as soon as the infrastructure is in place, with certain recommendations moving forward after the various committees being established. An emphasis will be placed on implementing the system-wide recommendations first as they will have the greatest impact on the efficiency and effectiveness of the service area recommendations.

A logic model outlining the program recommendations, the performance measures associated with those recommendations and the resources that will be devoted towards these recommendations is on page 42 of this Plan.

Contra Costa Reentry Initiative September 2010 - January 2011



CONTRA COSTA COUNTY REENTRY STRATEGIC PLAN

This strategic plan is the product of a nine-month planning process involving over 200 reentry stakeholders from across Contra Costa County. This strategic plan presents a vision of reentry for Contra Costa County to make formerly incarcerated people more successful, communities safer and to improve the efficiency and effectiveness with which people returning from prison and jail are served. This plan is considered a living document that will be regularly updated to reflect the current issues, problems and opportunities within Contra Costa County. Therefore, the strategic plan should be seen as a framework for addressing reentry throughout the County.

Statement of Need

For the past four decades, the United States and the State of California have experienced a period of mass incarceration with prison populations steadily expanding. Consequently, there has been an accompanying mass release over this same period of time since 90% of people incarcerated are eventually released.ⁱⁱⁱ A report by the PEW Charitable Trust found that 1 in 36 adults in California are under correctional control (incarcerated or on parole or probation) as of 2007.^{iv} In 1982 the figure was 1 in 69. However, in 2008-09 California experienced its first reduction with a 2.5% drop in the state prison population. This decrease is likely to continue as California, like many states, attempts to reign in the expanding costs of operating large state prison systems.^v

As shown in Table 13 below, 2009 data reveal there are roughly 7,318 people under state or county criminal justice supervision in Contra Costa County. Additionally, in 2008, Contra Costa County sent 494 adults to state prison and 1,927 adults were released for the first time (558) or released from a parole violation (1369). One way in which the state plans to reduce the prison population is by cutting the number of people that return to state prison for a parole violation. The recently introduced “non-revocable parole” status is only available to “low risk” parolees and does not allow for any revocation of parole, nor does it offer any supervision or services by a parole officer. For people placed on non-revocable parole the responsibility of accessing services will be entirely their own.

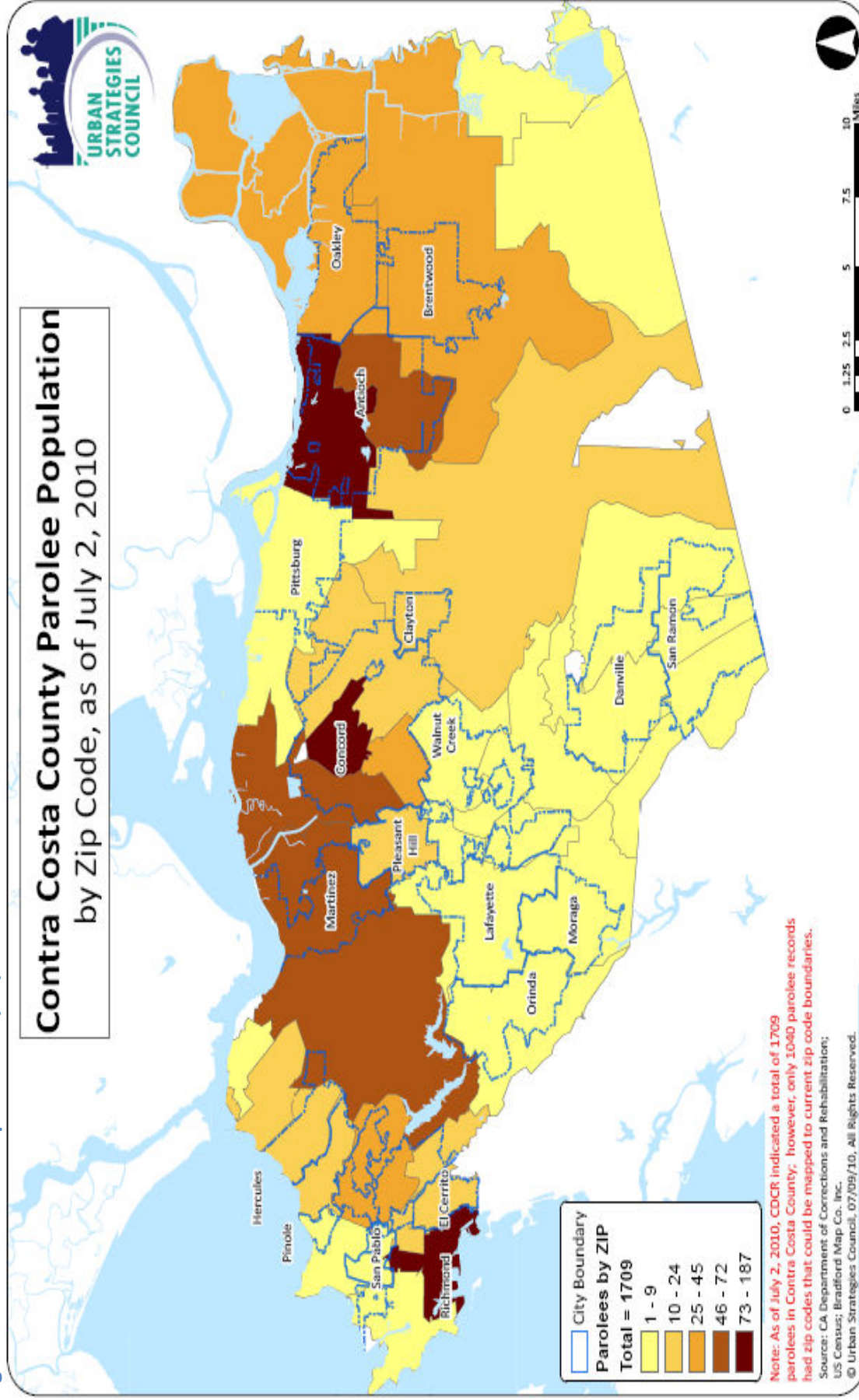
Table 13: Reentry Population Summary Table

	Parole	Probation	Total
Adult	1419	2719	4138
Juvenile	52 ^{vi}	3128	3180
Total	1471	5847	7318

The impending reductions in state prison populations make it critically important that Contra Costa County be prepared to meet the needs of formerly incarcerated people and their communities. While 1 in 36 adults may be under correctional control, they are not evenly

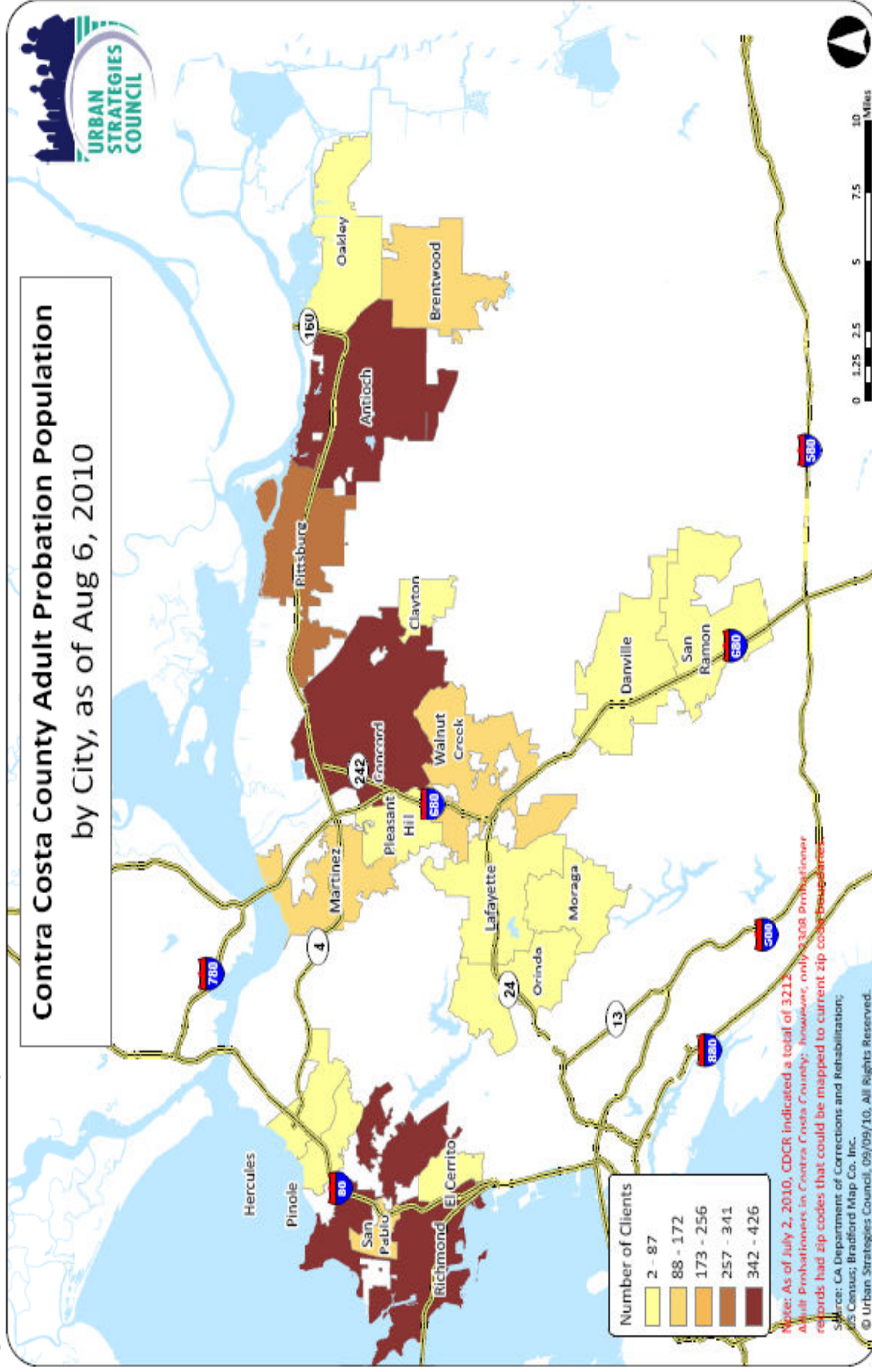
distributed throughout the County. High concentrations of formerly incarcerated people tend to live poor urban communities of color. In Contra Costa County cities such as Richmond, Pittsburg, Concord and Antioch are likely to have substantially higher densities of formerly incarcerated people than other parts of the county. The maps below illustrate how parolees and probationers are distributed across Contra Costa County (accompanying tables can be found beginning on page 66).

Figure 5: Adult Parolee Population 07/02/10



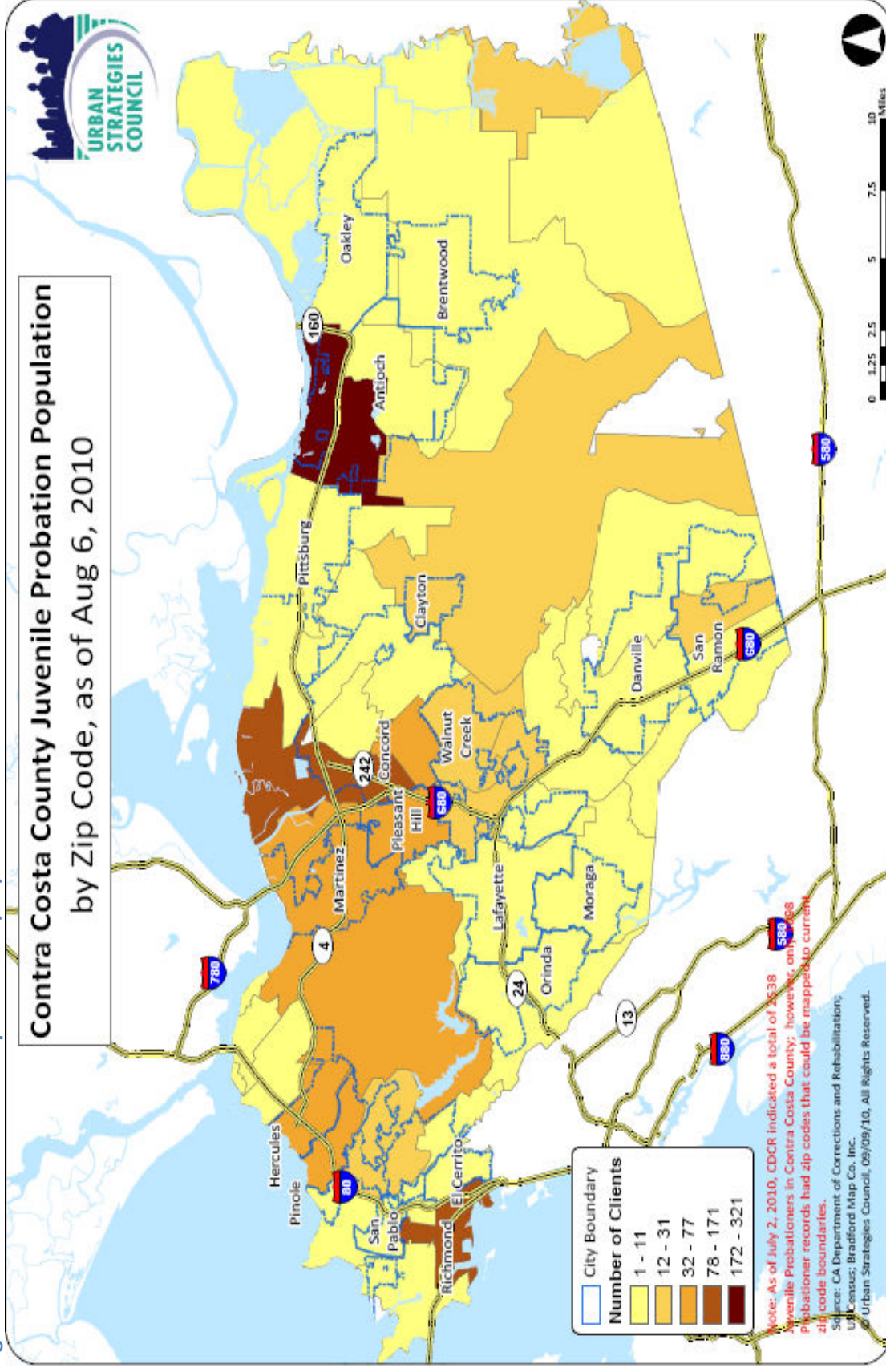
Accompanying table found in Appendix 1: Parolees by Zip Code 07/02/10

Figure 6: Adult Probation Population 08/06/10



Accompanying table found in Appendix 2: Adult Probationers by City 08/06/10

Figure 7: Juvenile Probation Population 08/06/10



Accompanying table found in Appendix 3: Juvenile Probationers by City 08/06/10

Upon release, the reentry population and the communities to which they return face a wide array of challenges. Table below summarizes some of the current research on the needs of formerly incarcerated adults the reentry population of Contra Costa County. As this table indicates, the reentry population is in need of health care, housing, employment, income, and a wide range of other services. Unfortunately, the communities to which they return are often the communities least capable of meeting these reintegration needs. Furthermore, CDCR and county jails do not provide many supports during the reentry process and, consequently, over half of all persons released from CDCR and return within 3 years of their release*. The flow of persons between these communities and prison and jails destabilizes the communities of return and also creates substantial barriers to providing ongoing health, employment, housing and educational services to a population in great need of these services.

Table 2: Adult Reentry Service Needs

Research Indicates:	Among 4138 Adult Parolees and Probationers We Estimate That Approximately:
<i>Substance Abuse</i>	
74% of parolees have a history of substance abuse. Only 10% received treatment while incarcerated	3062 treatment spaces are needed
<i>Employment</i>	
60% of parolees are not in the labor market one year after release	2482 job placements are needed
<i>Housing</i>	
Between 30% and 50% of parolees in San Francisco and Los Angeles are homeless	Between 1241 and 2069 housing placements are needed
<i>Health Services</i>	
Around 16% of prisoners have a Hepatitis C infection	662 primary care slots are needed
<i>Education</i>	
41% of parolees and 31% of probationers lack a high school diploma or GED	1696 adult education spaces are needed
<i>Family Services</i>	
55% of soon-to-be-release prisoners have children under the age of 18	2274 parolees and probationers may need family counseling, support or reunification assistance

* See

http://www.cdcr.ca.gov/Reports_Research/Offender_Information_Services_Branch/Annual/RECID3/Recid3d2005.pdf.

Recognizing these unprecedented levels of reentry, Contra Costa County began a process to establish a reentry system to address the needs of the formerly incarcerated and the communities to which they are returning. The Reentry Planning Initiative and this Strategic Plan are the first steps towards establishing such a system. Doing so requires building an infrastructure that can foster the level of coordination and collaboration necessary for supporting people as they reintegrate into our communities. By improving our reentry systems we will simultaneously improve the health and safety of our communities and Contra Costa County.

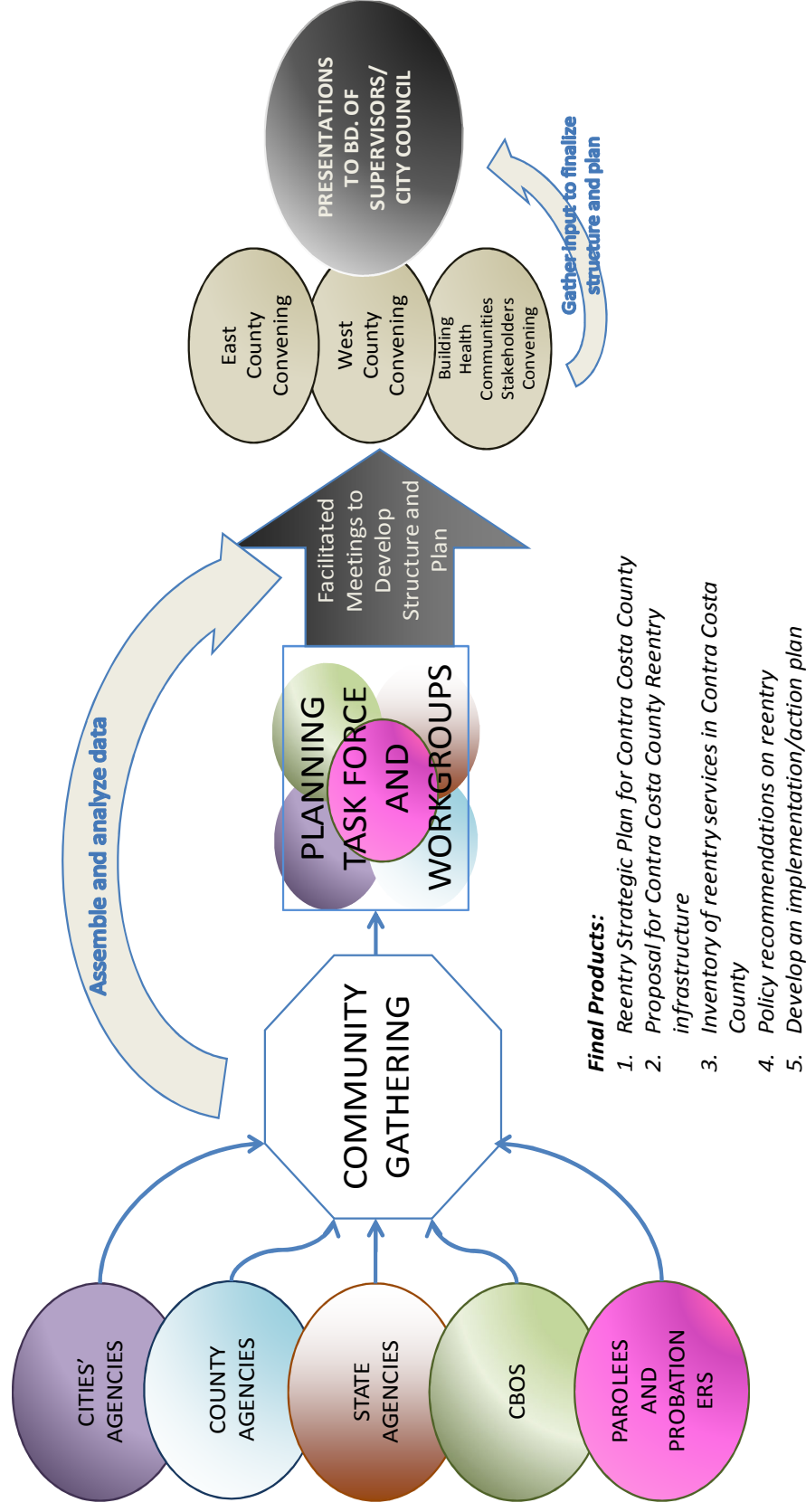
Contra Costa County Reentry Planning Initiative

BACKGROUND

Interested in addressing the issues formerly incarcerated people face upon release, DeVone Boggan, Director of the Richmond Office of Neighborhood Safety (ONS) and Supervisors Federal Glover and John Gioia, Chair and Vice-Chair, respectively, of the Public Protection Committee of the Contra Costa Board of Supervisors, collaborated to establish the Contra Costa County Reentry Planning Initiative (Reentry Planning Initiative). The ONS secured funding from The California Endowment and hired the Urban Strategies Council (Council) and Ijichi Perkins & Associates (IPA) to facilitate a process to develop a reentry strategic plan to improve coordination and collaboration among reentry stakeholders and, ultimately, to improve outcomes for the formerly incarcerated residents of Contra Costa County. During the period from August 2009 through July 2010, the Initiative convened 14 meetings of approximately 200 stakeholders including county, city and state agencies, elected officials, service providers, formerly incarcerated individuals, community-based organizations and residents from across the County to gather input and advise on the strategic reentry plan.

The Reentry Planning Initiative consists of three distinct phases, two of which have been completed. These phases are described in the diagram and narrative below.

CONTRA COSTA COUNTY RE-ENTRY PLANNING PROCESS DIAGRAM



REENTRY PLANNING INITIATIVE START-UP (August – December 2009)

The first step in the planning process was to deliver a series of presentations on the proposed planning process to relevant committees and stakeholders across Contra Costa County. The consultants delivered presentations to the following bodies: 1) Contra Costa Public Protection Committee; 2) Supervisor John Gioia; 3) Supervisor Federal Glover; and 4) Contra Costa Civil Grand Jury. After obtaining the support of both supervisors, an Executive Committee was formed and began to plan for a kick-off event, which was held on September 30, 2009. At this event stakeholders were presented with an overview of the proposed planning process and offered the Executive Committee feedback. This event was also an opportunity for stakeholders to determine what, if any, involvement they wanted to have in the Reentry Planning Initiative. Following the kick-off event the Executive Committee incorporated the feedback and began planning for the first meeting of the Reentry Planning Initiative, which was held in January 2010. Three primary goals of the Reentry Planning Initiative were identified:

1. Develop a reentry strategic plan that includes policy recommendations
2. Develop a proposal for a reentry infrastructure
3. Conduct an initial inventory of reentry services in Contra Costa County

PLANNING TASK FORCE AND WORKGROUPS (January – July 2010)

The Reentry Planning Initiative consisted of three groups: (1) Planning Task Force (Task Force); (2) Infrastructure Workgroup; and (3) Programs and Services Workgroup.

The Task Force consists of 23 members from relevant county and city agencies, corrections officials, community/faith-based organizations and formerly incarcerated people (see Appendix 4). The workgroups were open to any interested individuals and groups, and Task Force members participated in at least one of the workgroups. The Task Force served as primary decision-making body while the workgroups developed content for the Task Force to review. The Reentry Planning Initiative met monthly as a whole, with the first part of the meeting devoted to the workgroups and the second part to the Task Force to review progress. Through this process the Task Force and the workgroups developed the comprehensive Reentry Strategic Plan for Contra Costa County.

When the Task Force first convened in January, the Department of Justice had just released the Request for Proposals (RFP) for the Second Chance Act which focused on improving reentry systems within local jurisdictions. Accordingly, the Task Force served as a platform for coordinating two countywide applications for Second Chance Act funding. There were two RFPs released: one available to public agencies and another available to community-based organizations. Each of these applicants (Probation Department and the Neighborhood House of North Richmond) conducted their respective internal application process and by working through the Task Force. They were able to develop their proposals collaboratively, thereby

presenting a coordinated, cohesive and well-organized set of applications to the Department of Justice. One of the primary requirements of the Second Chance Act is to have a comprehensive strategic plan. Using the probation department's existing Juvenile Justice strategic plan, the Task Force assisted in further developing that strategic plan, which serves as the foundation for this plan. During the development of the Second Chance Act proposals the Task Force was able to establish a vision for reentry in Contra Costa County that guided the design of a reentry system for the county. The table below describes the goals and objectives of the Reentry Planning Initiative meetings subsequent to the submission of the Second Chance Act application.

Table 4: Reentry Planning Initiative Outcome Matrix

	Meeting 1	Meetings 2 & 3	Meetings 4 & 5	Meeting 6
General Meeting Outcomes	<ol style="list-style-type: none"> 1. Create Workgroups 2. Adopt Task Force Composition 3. Adopt Values and Mission Statement 	<ol style="list-style-type: none"> 1. Adoption of goals and objectives of Reentry Strategic Plan 2. Adoption of component parts 3. Adoption of ideal service provisions at each phase of reentry process 	<ol style="list-style-type: none"> 1. Adoption of performance measures 	<ol style="list-style-type: none"> 1. Adoption of final plan
Task Force - Strategic Planning sub-committee	<ol style="list-style-type: none"> 4. Goals and Objectives for strategic plan 	<ol style="list-style-type: none"> 4. Final Outline of Reentry Strategic Plan 5. Overview of "Reentry in Contra Costa County" 	<ol style="list-style-type: none"> 2. Logic Model 3. Implementation Schedule 4. Performance Measures 5. Communications Strategy 	
Workgroup - Infrastructure	<ol style="list-style-type: none"> 5. Identify functions of reentry infrastructure 6. Identify existing bodies and the functions that they perform 	<ol style="list-style-type: none"> 6. Organizational chart of reentry infrastructure 7. Description of each component and process for coordination and communication 	<ol style="list-style-type: none"> 6. Develop Implementation Plan for establishing the proposed infrastructure 7. Identify performance measures for tracking progress 	
Workgroup - Programs and Services	<ol style="list-style-type: none"> 8. Description of program and service needs at each phase of reentry 	<ol style="list-style-type: none"> 8. Develop process for data-driven prioritization of service and program needs (gap analysis) 	<ol style="list-style-type: none"> 8. Develop implementation plan for ongoing prioritization of needs and professional 	

	Meeting 1	Meetings 2 & 3	Meetings 4 & 5	Meeting 6
	process	9. Identify process for networking and professional development to address priority needs	development 9. Identify performance measures and benchmarks to track progress	

ADOPTION OF STRATEGIC PLAN (September – December 2010)

After the Task Force and workgroups have finished convening and developing the Reentry Strategic Plan, including the proposed reentry infrastructure, a series of meetings with directors of city and county agencies, community meetings and elected bodies will be held to obtain buy-in. During these meetings each county/city agency will have the opportunity to review the strategic plan and offer input. While most departments have done so through their representatives on the Task Force, this process will provide the directors with opportunity to review the strategic plan prior to any presentations to the Board of Supervisors or city councils. The audience at the community meetings will be determined after the vetting process with the various public agencies is complete. Minimally, the Reentry Planning Initiative's proposal will be presented to stakeholders and community members during meetings in West County and in East County. There also will be presentations to other stakeholder groups such as the Building Healthy Communities Planning Group. After the proposed plan has been reviewed with the community and county/city agencies it will be presented to Board of Supervisors and various city councils across the county.

Contra Costa Reentry and Reintegration Collaborative Strategic Plan

This strategic plan is the product of the Contra Costa Reentry Planning Initiative and will guide the work of the Contra Costa Reentry and Reintegration Collaborative (CCCRRC). This strategic plan functions as a living document that will consistently be updated and modified in order to reflect the current status of reentry in Contra Costa County. This plan has four parts: 1) Vision and Purpose; 2) Reentry System; 3) Program Recommendations; and 4) Implementation and Sustainability.

Part I: Vision and Purpose

In Part I of the strategic plan, the ideological framework and foundation for subsequent portions of the strategic plan are described. The vision, principles and goals presented below offer a long-term perspective on how reentry should operate within Contra Costa County. Accordingly, even as progress is made towards implementing the system (described in Part II) and this strategic plan is updated, the ideological framework will guide future developments.

Defining Reentry and Reintegration

Reentry and reintegration refer to both a philosophic approach to criminal justice and to a process of community reintegration. As a philosophy “reentry” refers to an approach to the criminal justice system (especially corrections) that works towards the successful reintegration of an individual from the point of adjudication within the system. Therefore, as a process, reentry begins at the time of adjudication and is completed when a person is successfully reintegrated back within their community. By focusing on community reintegration, reentry seeks to identify and meet the needs of the individual at each point of the process in a way that supports success in the community. Furthermore, this definition of reentry emphasizes the belief that a person who successfully completes the process is more capable of leading a productive, crime-free life than when they entered the criminal justice system.

Reentry and Reintegration is defined as a process, beginning at the time of arrest, which plans for and provides the necessary services and supports to enable the formerly incarcerated individual to reenter the community, achieve stability and successfully reintegrate back into family and community life and to complete probation and parole without being re-incarcerated.

The CCCRRC believes that the reentry process is comprised of five stages:

1. **Arrest and Adjudication:** the period from arrest through adjudication.

2. **Incarceration:** the period of time when an individual is incarcerated within an institution.
3. **Pre-Release:** the activities that occur inside the institution to prepare a person for release once a date of releases is known. Depending on the institution the timeframe for this stage may vary with some lasting no more than a few hours and others a few months.
4. **Release/Reentry:** the period of time beginning at release from the institution through the time at which the individual is stabilized back into the community.
5. **Reintegration:** the point during which a person is reintegrated within their community and is actively pursuing a path towards a healthy and productive life.

Vision, Mission and Values Statement

The following statements were developed and adopted by the CCCRRC during the Reentry Planning Initiative.

VISION STATEMENT

Individuals released from incarceration into communities in Contra Costa County will become part of an integrated and supportive service network comprised of community-based organizations, government and public agencies and the broader community. This network will jointly create a pathway for the successful reentry and reintegration of formerly incarcerated individuals back into the community.

MISSION STATEMENT

The CCCRRC's primary mission is to engage and support individuals, families, and communities in transitioning formerly incarcerated individuals to become active and impactful members of their communities. CCCRRC will accomplish this mission through the development and support of necessary public policy, public safety, community awareness and services.

Reentry services are part of a continuum that begins at the point an individual enters the justice system and continues through successful reintegration. Formerly incarcerated individuals and others directly affected by the criminal justice system are involved with the CCCRRC, providing input on prevention, service delivery, advocacy, and policy issues that encourage reintegration into the community and recidivism reduction.

PRINCIPLES and VALUES

The CCCRRC is guided by the following principles and values:

- CCCRRC seeks to provide increased awareness about the value of formerly incarcerated individuals and their loved ones to their communities.
- Individuals are more likely to experience success when they are part of a supportive, integrated system.
- Reentry and reintegration transition begins while the individual is incarcerated.
- While leaving room for innovation, evidence-based practices are utilized when developing programs and policies.
- Collaboration, coordination, information, and communication are critical to the CCCRRC's success and sustainability.
- The good of the community comes before one's self and/or organizational interests.

Goals and Objectives

Clear and concise goals and objectives are an integral part of the Contra Costa Reentry Initiative. These goals and objectives focus on the efforts of the Initiative, increase its credibility with stakeholders, and provide critical tools for assessing the extent to which it is accomplishing its mission.

In terms of framing performance goals, objectives, and outcomes, the Initiative:

- Uses a holistic, systemic, and inclusive approach that involves federal, state and local government stakeholders, community organizations, advocates, the formerly incarcerated, and family and community members;
- Adopts strategies that draw on evidenced-based approaches and practices;
- Targets high- to moderate-risk probationers and parolees through the use of validated assessment tools;
- Emphasizes geographic areas from which a disproportionate number of formerly incarcerated people are drawn and return;
- Incorporates assessment and case management tools targeting continuous reentry planning, beginning at the point of admission to the criminal justice system, and working through pre- and post-release;
- Embraces a commitment to the continuous and appropriate delivery of drug treatment, medical care, job training and placement, educational services, cognitive behavioral therapy and/or other services essential to reentry; and
- Provides for independent evaluations of reentry programs using, when feasible, random assignment and controlled studies to determine effectiveness of programs and services offered.

In order for the Initiative to continuously improve its ability to meet the needs of reintegrating people into the community, reduce recidivism, and maintain public safety, it addresses a wide range of reentry-related issues including:

- Increased job training, placement, and employment opportunities;
- Increased educational opportunities;
- Reduced violations of conditions of supervised release;
- Increased payment of child support;
- Increased housing opportunities;
- Reduced drug and alcohol abuse through participation in substance abuse services;
- Increased participation in physical and mental health services;
- Increased financial literacy; and
- Increased family and community engagement in reentry.

These issues are addressed through program and service recommendations in Part III of this plan.

Part II: Reentry System

Part II describes the infrastructure that will be developed to achieve the goals and objectives of this strategic plan. This infrastructure builds on existing reentry efforts within Contra Costa County to establish a platform for improving communication and collaboration among reentry stakeholders. While effective in their own right, current reentry initiatives operate in relative isolation from one another. Disconnectedness leads to the inefficient use of resources and frequent duplication of effort. By establishing a more cohesive and centralized system for providing services, removing policy barriers, increasing community awareness and public safety, the CCCRRC remedies these inefficiencies and ultimately improves the lives of Contra Costa County's formerly incarcerated residents.

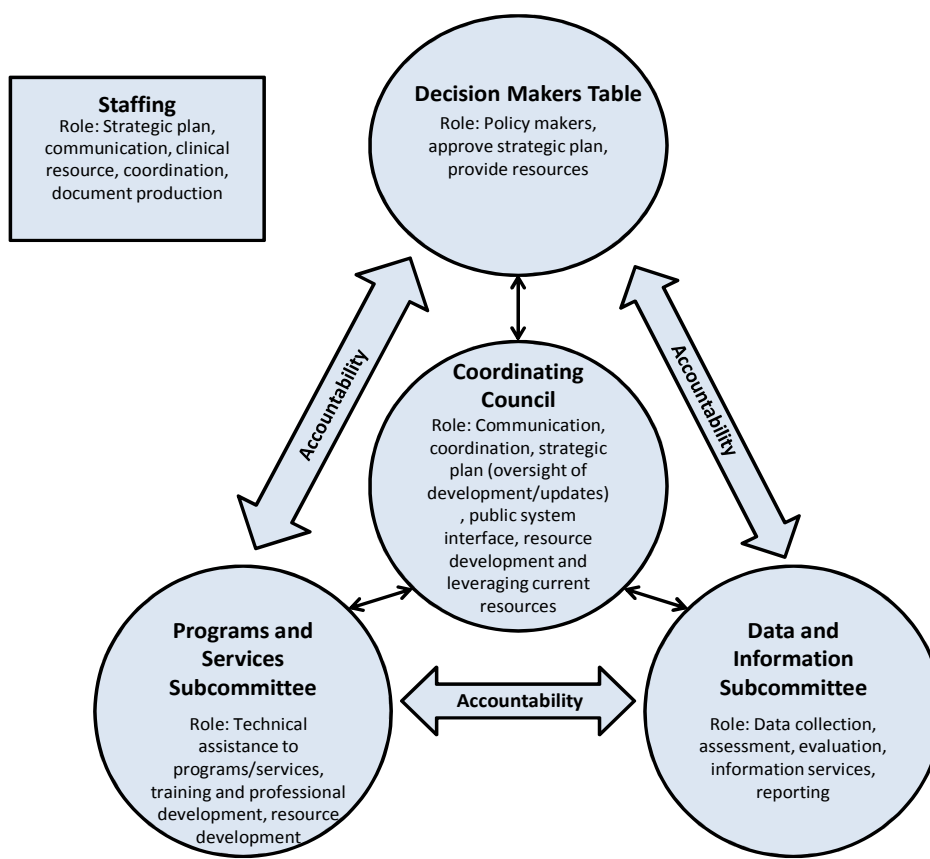
Part II also describes in greater detail the types of programs and services the infrastructure establishes, and the manner in which data and information are utilized within the CCCRRC. Improving the quality and quantity of services in a data driven manner and ensuring access to information on reentry throughout the county is a function that cannot be contained within a single committee. Accordingly, these two sections discuss how services, data and information operate within the entire CCCRRC infrastructure.

Infrastructure

Figure 8 below provides a diagrammatic overview of the CCCRRC. The infrastructure detailed in this diagram consists of a series of committees with a Coordinating Council serving as the centralizing body that unifies the other committees. As the subsequent tables indicate, great effort was taken to ensure that each committee was representative of the diverse stakeholders

needed in order to perform their particular function and to improve reentry in Contra Costa County.

Figure 8: CCCRRC Infrastructure Diagram



Committee Descriptions

COORDINATING COUNCIL ON REENTRY

Functions	<p>The Coordinating Council (Coordinating Council) is the hub of the CCCRRC. Information passes through the Coordinating Council (either formally or informally) and is disseminated to all other committees and stakeholders. Coordinating Council members include chairs of other CCCRRC committees, advisors to key decision-makers, public agency leadership, community-based organizations and service providers.</p> <p>The Coordinating Council discusses policy, program, data, and resource issues and serves as an advisory body to the Decision Makers Table.</p> <p>The Coordinating Council gathers information from the various subcommittees, community forums, and other county-specific initiatives to determine goals, objectives, initiatives, and/or activities to be undertaken by the CCCRRC.</p> <p>To maximize the Coordinating Council's expertise, time, and experience, each member will become or identify a lead expert on a specific issue related to re-entry, such as housing, education, employment, health, substance abuse, or behavioral health, or has knowledge of a specific geographic area within the County. As needs arise, the lead expert researches community resources, to assemble community forums and/or existing or new task forces as necessary, and identifies promising practices to solve the identified problem.</p> <p>(Gap)As the most representative body the Coordinating Council will be responsible for establishing the operational policies of the CCCRRC. In doing so, the Coordinating Council will create a system of accountability among the various committees and all those involved with the CCCRRC.</p> <p>The Coordinating Council presents an annual "State of Affairs" (plan and strategies), as well as a six-month review, to the Decision Makers Table. Included in this report will be an assessment of the extent to which the various committees and members of the CCCRRC are performing their agreed upon role and their efficacy in doing so.</p> <p>Primary Functions:</p> <ul style="list-style-type: none"> • Communication • Coordination between Programs & Services and Data & Information Subcommittees • Strategic plan (oversight of development/updates) • Public system interface • Resource development and leveraging 	
Lead	TBD	
Staffing	TBD	
Participants	CITY AGENCIES/LAW ENFORCEMENT	
	City of Richmond, ONS	DeVone Boggan
	Sheriff's Department	Brian Kalinowski
	Richmond Police	Alec Griffin
	Antioch Police	John Vanderklaut
	Pittsburg Police	Steve Albanese
	COUNTY AGENCIES	
	County Administrator's Office	Tim Ewell
	Department of Health Services	Cynthia Belon

		Tiombe Mashama
	Probation Department	Paula Hernandez
	Public Defender	Robin Lipetzy
	Workforce Development	George Carter
	Employment & Human Services Department	As appointed
	Child Support Services	Caroline Kelly
	ELECTED OFFICIALS	
	Congressman G. Miller	As appointed
	Senator Loni Hancock	As appointed
	Senator Mark DeSaulnier	As appointed
	Supervisor John Gioia	As appointed
	Supervisor Federal Glover	As appointed
	Mayor's Conference Rep.	As appointed
	CALIFORNIA DEPARTMENT OF CORRECTIONS (CDCR)	
	Dwayne Cooks	
	SERVICE PROVIDERS/COMMUNITY-BASED ORGANIZATIONS	
	Rubicon Programs	Brian Hogan Eva Grenier
	RYSE Youth Center	Kim Aceves
	Bay Area Legal Aid	Adam Poe
	Neighborhood House of North Richmond	Barbara Becnel
	Contra Costa County Council on Homelessness	As appointed
	East Co. Reentry Collaborative	Megan Joseph Vernon Williams
		Sam Vaughn
	Contra Costa County College	Ken Reynolds
	Contra Costa County Council (Business)	Linda Best
Structure	Meetings	How Often: TBD (quarterly at a minimum) Where: Alternate between East and West County
	Communication	The Coordinating Council is the communication hub for the CCCRRC. Communication may be informal through one member of the Coordinating Council, who then reports to other members. The Coordinating Council also meets to hear input from other Council members. Formal communication between Coordinating Council members and other entities of the CCCRRC is managed by the Contra Costa County Administrator's Office.
	Meeting Goals	1. Agenda-setting regarding strategies to solve problems related to reentry (Annual State of Affairs and Mid-Year Progress Report) 2. Oversight of implementation of strategic plan (assessment and evaluation)

		<p>3. Decisions regarding whether additional subcommittees are need to be assembled and shape agendas</p> <p>4. Decisions regarding recommendations to be made to the Decision Makers Group</p> <p>5. Input and updates from other CCCRRC partners</p> <p>6. Identification of information needs and keeping abreast of the field</p>
	Decision Making	<p>All Coordinating Council members have equal voice and decisions are made using the Gradients of Agreement.</p> <p>If there is a party or parties who block the vote, a minority report may be included.</p>

PROGRAM AND SERVICES SUBCOMMITTEE

Functions	<ul style="list-style-type: none"> • Technical assistance for programs and services • Training and professional development • Resource development for providers • Identify information needs • Inventory of current services • Best practices/research • Gaps/needs/assets analysis • Policy recommendations • Continuum of Care development 	
Lead	Impact Institute and Rubicon Programs	
Staffing	TBD	
Participants	<p>East County Provider Group</p> <p>West County Provider Group</p> <p>Greater Richmond Reentry Collaborative</p> <p>Contra Costa County Probation Department</p> <p>Police and Corrections Team</p>	
Structure	Meetings	<p>The Programs and Services Subcommittee will initially serve as a single subcommittee that performs the functions listed above. However, as the CCCRRC develops it may be necessary to develop workgroups around specific services (e.g., employment, housing). These workgroups would bring together stakeholders within these specific fields and could be established as needed (e.g., to develop a countywide application for funding) or become a permanent component of the CCCRRC. During the initial implementation phase the Programs and Services Subcommittee will bring together providers from the existing bodies listed above under "Participants."</p>

		How Often: TBD Where: Rotating between organizations
	Communication	Designated representatives from this subcommittee sit on the Coordinating Council to act as liaisons between the two bodies. Staff also disseminates information between Programs and Services Subcommittee and Coordinating Council.
	Meeting Goals	1) Information, problem-solving and recommendations for presentation to the Coordinating Council 2) Planning and implementation of desired goals and outcomes from Coordinating Council
	Decision Making	Gradients of Agreement

DATA AND INFORMATION SUBCOMMITTEE

Functions	<p>The Data and Information Subcommittee will bring together existing research and data related organizations with county and city agency analysts and data management staff. This subcommittee will produce regular reports and ensure that the CCCRRC and the broader community has access to the reentry related data and information that they need.</p> <ul style="list-style-type: none"> • Identify information needs • Data collection • Assessment • Evaluation • Information Services • Reporting • Maintain website • Best practices/research 	
Lead	TBD	
Staffing	TBD	
Participants		Further the Work Homebase Empact Institute Williams Group
Structure	Meetings	As directed by the Coordinating Council
	Agenda Items	<ol style="list-style-type: none"> 1. Identify information needs 2. Information management 3. Assessment of programs/ services regarding best practices

		4. Review of reentry data (county and state) 5. Success stories 6. Public information: share with municipal leaders, media, local community organizations, county – more than statistics
	Communication	The Information Services Subcommittee communicates with the Coordinating Council through a designated representative.
	Meeting Goals	
	Decision-Making	Gradients of Agreement

DECISION MAKERS TABLE

Functions	<p>The Decision Makers Table initiates legislation and policy, and commits resources and other support for the goals, objectives, and activities proposed by the Coordinating Council to improve the lives of those affected by reentry services.</p> <p>The Decision Makers Table approves an annual reentry plan and conducts a mid-year review to determine progress on the plan and to identify policy and resource needs.</p>	
Lead	TBD	
Staffing	TBD	
Participants	U.S. Congressional Representatives	George Miller
	State Senate and Assembly Representatives	Mark DeSaulnier Loni Hancock
	Contra Costa County Public Protection Committee	Federal Glover John Gioia
	County Department Chiefs	Health Probation Workforce and Training Social Services
Structure	Meetings	Semiannually
	Communication	TBD
	Meeting Goals	TBD
	Decision Making	Gradients of Agreement

II.E. STAFFING

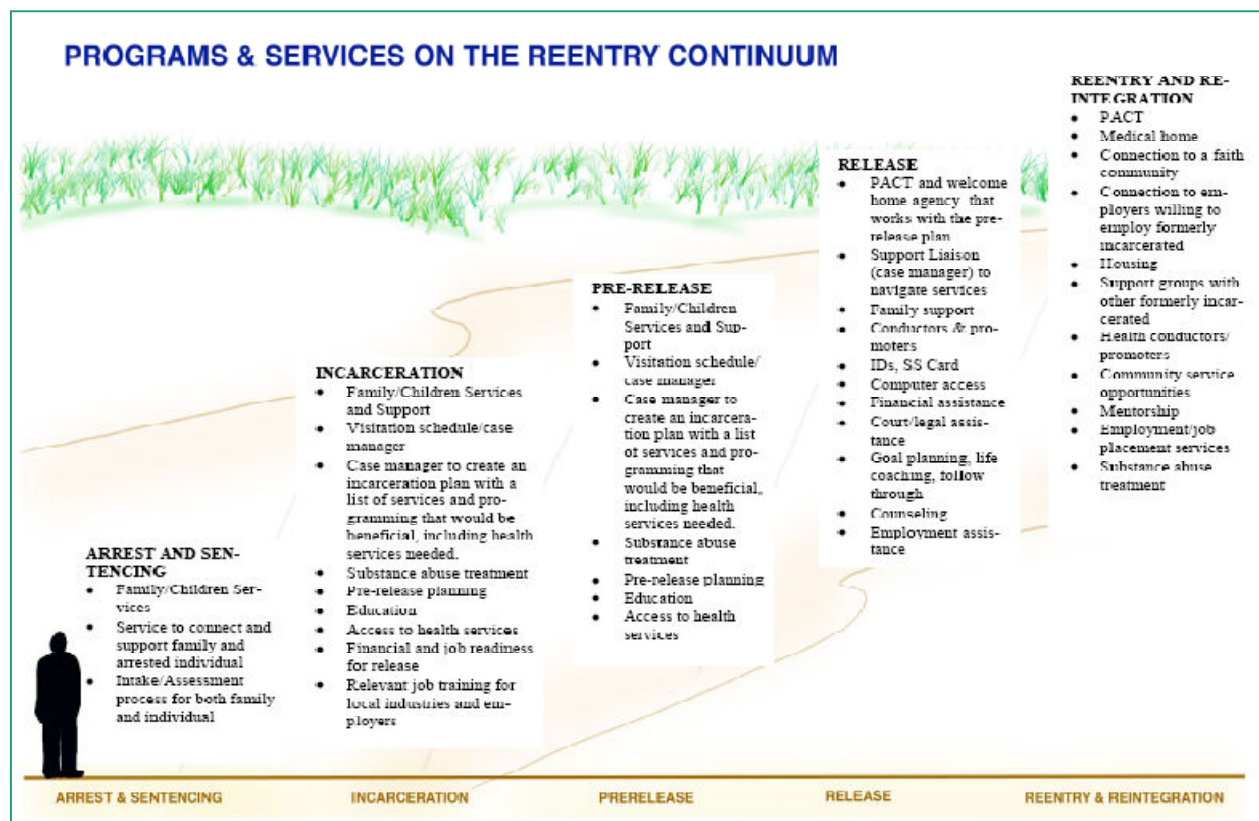
Functions	<p>Ongoing staffing for the CCCRRC is critical to the success and sustainability of the collaborative. Staffing functions include:</p> <ul style="list-style-type: none"> Coordinate and document meetings of the CCCRRC and subcommittees Distribute reports and notes to CCCRRC members
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	<ul style="list-style-type: none"> • Communicate information needs to subcommittees • Write strategic plan and updates • Communicate with Decision Makers • Maintain CCCRRC website 	
Lead	TBD	
Staffing	TBD, currently pursuing funding to support a dedicated staff member for the CCCRRC	
Structure	Meetings	TBD
	Communication	TBD
	Meeting Goals	TBD
	Decision-Making	Gradients of Agreement

Programs and Services

During the Reentry Planning Initiative the Programs and Services Workgroup developed an ideal set of services that the CCCRRC should strive to provide at each point along the reentry continuum. These services are shown in Figure 9 below.

Figure 9: Services on the Reentry Continuum



This ideal set of services is a template for conducting an ongoing supply and demand analysis and for offering professional development trainings to service providers. The purpose of conducting a supply and demand analysis is to identify potential gaps or areas of need, where the demand for a particular service outweighs the supply of that service. The Programs and Services Subcommittee and the Data and Information Subcommittee are jointly responsible for conducting these analyses. Doing so will also require cooperation from CDCR Division of Parole and the Probation Department to ensure access to current information on the number of people under the supervision of their respective agencies. Ideally, the CCCRRC obtains access to individual level assessment data pre-release to gauge the level of demand for services. Until such data are available, the Data and Information Subcommittee will gather current prevalence data on the needs of the reentry population similar to those presented in the “Statement of Need” in this strategic plan.

The Programs and Services Subcommittee provides technical assistance and professional development opportunities to providers across the County. The ideal set of services and the supply and demand analysis provides the Programs and Services Subcommittee with the information they need to ensure that trainings are relevant. In determining the type of trainings to offer, the Programs and Services Subcommittee balances the identified gaps in services with the need to continually improve existing services. A specific process has not yet been developed for making this determination, but the provision of professional development and technical assistance coincides with the overall focus of the CCCRRC. The Programs and Services Subcommittee will work closely with the Coordinating Council to ensure this level of coordination.

Data and Information

One of the many challenges to developing a successful reentry system is ensuring access to data and information that is current, accurate, and relevant to a variety of audiences. By incorporating the use of data and information into its design, the CCCRRC ensures that this reentry system is data driven and that this information is made available to those interested in reentry. The CCCRRC has three primary objectives related to data and information: 1) to conduct ongoing analyses to monitor performance and identify areas of need; 2) to improve service providers’ use of data and evidence-based practices within their work; and 3) to make current information about reentry available to the general public.

The Data and Information Subcommittee is responsible for the various analyses and data collection associated with the CCCRRC. Below is an initial list of these types of analyses and the data associated with each:

1. *Quarterly summaries of the reentry population* in Contra Costa County, including maps of the geographic distribution. The following data should be obtained for parolees and probation, ideally on an individual level, but at least by zip code:
 - a. Level of supervision

- b. Race/Ethnicity
 - c. Age
 - d. Gender
 - e. Offense type
- 2. *Supply and demand analysis* to examine the existing supply of services and compare it to the demand for services among the reentry population. This analysis requires gathering the following data and information:
 - a. Inventory of reentry service providers by service area, ideally with an estimate of current capacity
 - b. Individual assessment data of parolees and probationers. If unavailable, current research on the service needs of formerly incarcerated people at the smallest, most specific geographic level possible.
- 3. *Program evaluations and assessments*. The Data and Information Subcommittee either conducts program evaluations of reentry programs or uses these programs' existing evaluations to determine performance and progress. These evaluations will be used to monitor the efficacy of services and to identify areas of need for capacity building, professional development training or service innovation. In order to conduct these analyses the following data and information are required:
 - a. A set of performance standards for providers by service area that reflects local and national benchmarks (e.g., what is a realistic expectation for how many formerly incarcerated people an employment program should be able to place into jobs)
 - b. Data from providers on these performance standards
- 4. *Research on promising practices within reentry programming*. The Data and Information Subcommittee serves as a clearinghouse for this information and, using the established performance standards, determines which promising practices the CCCRRC should consider implementing. This process requires an ongoing effort by all committees within the CCCRRC to identify promising practices and submit them to the Data and Information Subcommittee for further review.

The CCCRRC works with providers to ensure that these analyses are incorporated into their operations in ways that enable them to be more effective. Working collaboratively, the Data and Information Subcommittee and the Programs and Services Subcommittee offer technical assistance to providers interested in improving their use of data and information. These trainings will be based on an assessment of current data and information needs of service providers and, depending on funding, could even be tailored to meet the needs of a specific provider. By establishing a set of performance standards, those providers that have already embedded the use of data into their service provision will be capable of measuring their performance against a common benchmark in order to identify their strengths and areas in need of improvement.

Finally, the CCCRRC ensures that data and information on reentry in Contra Costa County is made available to the general public. This information includes the supply demand analysis, any program evaluations that providers are willing to make public, reports on reentry from the Probation Department and CDCR, as well as local and national research. The CCCRRC website (www.cocoreentry.org) serves as a centralized location for this information on reentry in Contra Costa County. There will also be a list-serve that interested parties can join to have new information and updates sent to them.

Communications Strategy

The Coordinating Council takes responsibility for promoting the work of the CCCRRC and for establishing a comprehensive communications strategy. The long-term sustainability of the CCCRRC will require ongoing resource development to support the recommendations included in this strategic plan. Increasing the visibility of the CCCRRC's accomplishments among philanthropic institutions, residents and within public agencies will improve the CCCRRC's ability to cultivate these resources. This promotion is part of a broader communications strategy aimed at increasing community understanding of the challenges and opportunities reentry poses to formerly incarcerated people, their families and their communities. The Coordinating Council initially utilizes the networks of existing members to promote the work of the CCCRRC (e.g., mass emails sent through providers, and elected officials). Depending on resources, the Coordinating Council may seek out the services of a communications firm familiar with social marketing to develop a framework for promoting their communications strategy.

Part III: Program Recommendations

In Part III of this strategic plan, the goals and objectives of the CCCRRC are further developed into specific programmatic recommendations around 10 key reentry services: Education/Computer Literacy; Financial Services; Employment; Mental Health; Substance Abuse; Health; Family Reunification; Mentoring/Community Engagement; Housing; and Legal Services. Reentry Planning Task Force members developed these recommendations in small groups comprised of representatives from county/city agencies, community-based organizations, elected officials and other stakeholders engaged in the process. Each of these small groups worked with the leadership from their various organizations and agencies to ensure that the recommendations coincided with the overall vision of that particular agency. While these recommendations describe a new direction for the provision of reentry services in Contra Costa County, they remain firmly rooted in the existing efforts of public agencies and community-based organizations to provide services to all Contra Costa County residents in need.

Each set of recommendations has its particularities; however, there is a great deal of similarity in the approach to service delivery. Almost uniformly these recommendations describe a reentry system that includes the activities listed below and have been placed within the reentry process. The procedural nature of many of these recommendations indicates that the impact of their attainment will improve service delivery within any sector be it housing, health care or employment. In addition, there were a number of programmatic recommendations that cut across multiple service sectors but did not fit neatly within any particular point in the reentry process. These cross-cutting program recommendations have also been extracted from their service sector and can be found below.

System-Wide Recommendations

Reentry Process Recommendations

1. *Sentencing:* Incorporate a risk and needs assessment requirement throughout the criminal justice process beginning with sentencing:
 - Conduct risk and needs assessment prior to sentencing and provide results of assessment to judge.
 - Coordinate assessment tools with those currently in use at the institution.
 - Based on needs assessment, identify mandatory participation in particular services as a condition of incarceration in either state prison and/or county jail.
2. *Incarceration:* Utilize incarceration as an opportunity for inmates to address individual needs, increase human and social capital, and to begin establishing connections with positive social networks so that they may develop a genuine personal desire to make use of available services for personal change:
 - Begin service delivery by community-based providers immediately upon incarceration with pre-release planning beginning a minimum of 120 days prior to release whenever possible.
 - Implement programming during incarceration that builds a positive values system and allows prisoner to maintain and/or repair social relationships with family and friends.
 - Increase partnerships and participation of community-based service providers in offering services to individuals during incarceration.
3. *Pre-Release:* Establish and formalize a pre-release planning process to identify service needs and, prior to release, connect prisoners with community-based service providers:
 - Develop a format for the pre-release plan that addresses the immediate issues facing the individual and is capable of being completed.
 - Begin enrollment in eligible public benefits a minimum of 90 days prior to release whenever possible.
 - Implement a Pre-Release Agreement between county jail and Social Security Administration so inmates can apply for SSI/SSDI while

incarcerated.

- Work with the Department of Motor Vehicles to get IDs for inmates before they are released.
4. *Release*: Develop a system for providing transitional services to connect the formerly incarcerated with positive social networks that were established prior to release.
 5. *Reentry*: Build/support a full continuum for the provision of particular services (e.g., employment, housing, health):
 - Establish a collaborative and assessment driven approach to criminal justice supervision that can adapt and respond to the community integration process in ways that support the long-term stability of the formerly incarcerated individual.
 - Pursue and implement a county “Ban the Box” policy to remove the question about criminal records from county employment applications. Background checks will not be conducted until the final hiring stage. The county will require its local government contractors or private vendors to implement this hiring practice. In addition, the county will create mechanisms to encourage cities and employers within Contra Costa County to implement this policy.

Service Delivery System Recommendations

1. Develop a service delivery system that has the capacity and supply of services to meet the needs of the formerly incarcerated.
2. Establish professional development requirements for service providers who receive funding through the Richmond and Contra Costa County Workforce Investment Boards.
3. *Youth Specific*: Provide training opportunities for parole, probation and municipal police departments that address best practices on how to work with the at-risk youth population.

Statement of Problem

Individuals transitioning out of the criminal justice system need to improve their basic education, computer literacy skills, and access to continuing career path (college education) in order to more effectively access information in a 21st century environment, reduce recidivism rates, and become productive members of society.

Program Recommendations

Education and Computer Literacy

1. Offer targeted remedial and supportive educational programs to boost basic skill proficiency levels among formerly incarcerated individuals.
2. Provide and expand in-person computer skills training programs for formerly incarcerated individuals both

inside correctional/detention facilities and in the community. This expansion includes, but is not limited to, RPAL, West County Detention’s IT Training Program, the Stride

Center and other computer literacy programs. These programs are supported with web-based training programs in the community as well.

3. Provide access to college level courses (during and after incarceration), financial aid, and support services (EOPS, DSPS, tutoring, counseling, ex-offender programs).
4. Offer supportive programs to prepare formerly incarcerated individuals for the necessary discipline and focus required for long-term commitment to educational goals such as completion of the G.E.D.

Financial Literacy and Services

Statement of Problem

Without a basic understanding of critical day-to-day financial issues, formerly incarcerated individuals are less likely to experience success in transitioning toward independence.

1. Provide basic financial literacy skills training to formerly incarcerated individuals who leave custody and access services through the CCCRRC .

2. Provide formerly incarcerated individuals with access to financial support tools, including public benefits, supportive services, and individual

development accounts (IDAs) to help individuals begin to stabilize their financial situations.

3. Conduct targeted outreach to the reentry population for free tax preparation assistance to help them access Earned Income Tax Credit.
4. Offer credit-counseling/credit-repair.
5. Connect individuals with bank accounts to avoid check cashing outlets.
6. Provide budgeting classes/counseling.

Employment

Statement of Problem

Formerly incarcerated people experience extraordinarily high rates of unemployment, with some research indicating the unemployment rate among California parolees after one year can be as high as 90%. Formerly incarcerated people frequently face tremendous barriers in obtaining employment, including employer discrimination, lack of job history/skills, and education. However, employment is critical to successfully reintegrating into the community after incarceration and must be a critical component of any effort to improve the lives of formerly incarcerated people in Contra Costa County.

1. Develop targeted services and programs to increase the employment rate of formerly incarcerated individuals. Specifically, develop support for workforce services that address the impact that a criminal record has on access to employment opportunities.
2. Expand the number and range of supported/subsidized work experience programs for formerly incarcerated individuals.
3. Develop and enhance job-specific training and certification programs during incarceration.
4. Develop and enhance paid training programs/transitional employment in multiple sectors, targeting individuals recently released from incarceration.
5. Evaluate the county's hiring procedures and adopt the specific Equal Employment Opportunity Commission (EEOC) criteria that reflect minimum federal requirements under Title VII of the Civil Rights Act of 1964 in evaluating criminal records for employment.
6. Outreach to businesses/employers to encourage use of available financial incentives for hiring people with criminal records, such as the Work Opportunity Credit and Federal Bonding Program. Increase the use of WOTC and federal bonding by local employers, especially government contractors or private vendors.
7. Create an efficient process for accessing employment history records during incarceration from CDCR, county detention system and juvenile hall.

Objectives

1. Increase the employment rate of formerly incarcerated individuals by 30% within one year of release from custody.
2. Provide at least 50 additional supported/subsidized employment slots for formerly incarcerated individuals in Contra Costa County.
3. Increase the number of formerly incarcerated people employed by county agencies and county contractors by 10%.

Statement of Problem

Pursuant to Title 15, Section 3610, the California Department of Corrections and Rehabilitation (CDCR) is required to provide outpatient mental health services through community based Parole Outpatient Clinics (POC) under their direction. These POCs were established and funded by the State in the late 1990s as part of a major effort to provide needed services for a successful transition. A request by the California Mental Health Directors Association to be their provider was denied at that time. This action resulted in county mental health systems having no funding or jurisdiction for parolees in our community. Any outpatient services the Contra Costa County Mental Health Division would provide must be paid with County General Fund dollars.

Mental Health

1. Identify parolees/probationers with mental health issues prior to release.
2. Develop a seamless transition into mental health services from county jail and state prison.
3. Implement a process for obtaining/transferring complete medical records prior to release.
4. Implement a process for developing a case conference/treatment plan with affected departments/agencies prior to release.
5. Schedule an intake appointment prior to release to occur within the first week of release.
6. Incorporate mental health status exam into assessment, and involve Behavioral Court, if appropriate, to inform where youth will be sentenced to (e.g., Mental Health Module of the county jail).
7. If a youth is a mental health services consumer, connect him/her to the Contra Costa County Mental Health Services Act (MHSA) Transition Age Youth (TAY) program. A social worker can begin meeting with the youth while incarcerated and can assist with the transition from incarceration into the community.

Substance Abuse

Statement of Problem

As of December 31, 2008, 1,883 Contra Costa County residents were in CDCR state facilities. Also in 2008, 1,927 felons were paroled and reparaoled in Contra Costa County- 29% (558) on first parole and 71% (1,369) on reparole, indicating a high level of recidivism. Of all parolees,

94% (1,811) were male.^{vii} In 2008, 26.7% of new male felon admissions were for drug-related crimes, and 32.5% of felon parole violators returned with a new term for drug crimes.^{viii} Recidivism is especially high among parolees whose principal commitment was for a drug crime. CDCR reports that 40.2% (27,720) of felons first released to parole in 2006 were returned to prison within one year and 62.3% (36,136) within two years.^{ix} Of those who returned to prison, nearly a third (31%) were originally committed for drug crimes.

Moreover, data collected through the County's Proposition 36 program and Drug Court program suggests that for the majority of users, methamphetamine is the first drug of choice (45.5% of Drug Court participants and 60.62% of Proposition 36 participants) followed by cocaine/crack (24.2% and 17.5% respectively). Data collected through Alcohol and Other Drugs Services (AODS) Management Information Systems in FY 2008-09 indicate that AODS clients with criminal histories are similar to Proposition 36 and Drug Court clients in their drug of choice. In FY 2008-09, AODS served 1,135 unduplicated clients with criminal justice histories, which constituted 26% of all clients served, and an additional 608 clients who were on probation or parole. Overall, 68% of AODS clients received a positive discharge. Fifty-eight percent of criminal justice clients and 71% of non-criminal justice clients received a positive discharge. Methamphetamine was the primary AODS problem at admission (52%), followed by cocaine/crack (16%) and heroin (12%). Nine percent of the people presented with problems related to marijuana. Additionally, AODS records show that substance abusing populations with criminal histories are geographically concentrated in four towns: Richmond and San Pablo on the west side of the county, and Antioch and Pittsburg on the east side of the county.

Inmates in San Quentin are at a particular disadvantage because the CDCR Division of Addiction and Recovery Services (DARS) has never offered substance abuse treatment in that facility. The only substance abuse treatment available is an unfunded internal program, Addiction Recovery Counseling (ARC). The program is supported by volunteers from Support4Recovery, and staffed by inmates. The inmates, who are trained and certified California Association of Alcoholism and Drug Abuse Counselors (CAADAC), provide in-house assessment, treatment and counseling services. Unlike San Quentin, some county jails still offer very limited substance abuse classes and faith-based/volunteer-driven 12-step groups visit the institutions; however, this does not equate to treatment.

It is extremely difficult for prisoners with substance abuse problems to transition back to the community successfully. Achieving and maintaining recovery from addiction to alcohol or drugs is difficult for all substance abusers, but is especially challenging for people as they move from a controlled environment to an environment where drugs and alcohol are readily available. Their problems are compounded by challenges all people face when they return to the community—physical and mental health, reuniting with family, finding and keeping a job, and locating affordable housing.

Given high recidivism rates, prisoner reentry presents a public safety dilemma. Most returning prisoners have extensive criminal histories, and many are reconvicted or rearrested for new crimes. One study estimates that recent prison releases account for about one-fifth of all adult arrests made by police.^x Those with substance use histories and who engage in substance use after release are at a high risk to recidivate.

Transition Age Youth (TAY) AOD Services

Although within the AOD system of care, services and funding are not strictly categorized for this population, during the FY 2008-09 the total number of admissions for individuals ages 18-25 was 621, of those, 254 were East County residents. Conversely, in FY 2009-10 there were 523 admissions for the same population, and 227 were East County residents. While the highest number of admissions occurred within detoxification services, treatment was also provided through other modalities including outpatient, methadone, and residential. Furthermore, AODS provided treatment to a significant number of 18-20 youth at Juvenile Hall (Youthful Offender Treatment Program) and at Byron Boy's Ranch. During the FY 2009-10, 42,115 bed days were utilized by this population (18-25). Of this amount, 20,133 of those bed days were exclusively in East County primarily through contracts with community-based organizations such as Diablo Valley Ranch, East County Center for Women, Sunrise House, and Wollam.

1. Improve the coordination of and access to available alcohol and other drugs services for the reentry population with other divisions/programs in health services including Public Health, Mental Health and Homeless Services, along with Employment and Human Services. In this way, we can promote full recovery, reduce recidivism and support self-sufficiency among clients.
2. Early identification of substance-abusing prisoners scheduled to return to Contra Costa County, supporting early and active transition planning 3 months prior to release.
3. Develop an effective and regular system of communication between ARC counselors and AODS.
4. Provide technical support to ARC counselors to ensure that prisoners suffering from substance abuse or co-occurring mental health and substance disorders receive an integrated approach to treatment during and after incarceration as determined by AOD assessment.
5. Coordinate the development of the pre-release substance abuse assessments with ARC counselors to identify clients in need of extensive services to support recovery and full reintegration into their communities.
6. Ensure that ARC counselors incorporate conditions of parole into clients' transition plans.
7. Assess clients' eligibility for public benefits. Begin the application process for any federal or state programs for which the client will be eligible upon release (such as SSI, SSDI, Medicaid) and for identification cards to reduce the time required for reinstatement of eligible services, including veteran's benefits.
11. Coordinate with the local Veterans Service Officer (VSO) to maximize resources for those who might be eligible.

12. Determine the most appropriate level of care after release, based on AOD assessment and clients' response to treatment while incarcerated.
13. Develop a system to connect formerly incarcerated individuals with positive social networks prior to release, including BASN (Bay Area Services Network), Support4Recovery, and 12-Step groups.
14. Ensure that ARC counselors keep up-to-date information about 12-step groups in Contra Costa County for effective referrals.
15. Address immediate issues prior to release that could prevent successful reentry such as substance abuse treatment, lack of medication, housing, etc.
16. Identify in the pre-release plan, family or social networks on the outside that can support successful reentry.
17. If awarded, implement SAMSHA's (Substance Abuse and Mental Health Services Administration) Offender Reentry Program based on peer-based, county-wide collaboration of community-based substance abuse and case management to San Quentin prisoners returning to the county.
18. Active referral of clients to the Brighter Beginnings' PAPAS (Promoting Awareness in Parental Accountability and Success) program for family reunification services. The PAPAS program for fathers takes a family-centered approach that builds on family and individual assets. Referrals will be made as needed to other existing programs that can support successful reentry.

Health

Statement of Problem

Reentrants can enter the health services delivery system in a number of ways and as CDCR continues to find strategies for early release, the need for a coordinated approach is critical.

A major area of concern, because it has the potential for costing counties enormous general fund dollars, relates to when Medi-Cal applications are initiated. An MOU (Memorandum of Understanding) dated April 1, 2009 between the California Department of Health Care Services (CDHS) and the California Department of Corrections and Rehabilitation (CDCR) makes it very clear that the process must begin while the inmate is still in prison and provides specific guidelines for when to begin the application, how to notify local welfare departments and what documents the local welfare departments are to be given. Adherence to this MOU is critical to ensuring continuity of care from the prison system to the county and an appropriate source of reimbursement for care. Medi-Cal is the primary source of reimbursement for persons with long-term, disabling medical conditions and contributes a significant portion of payment for acute and outpatient services for persons with mental disabilities. Given the budget deficit experienced by many counties, it would benefit the reentrants and the county if Medi-Cal eligibility is established prior to release.

Our concern is that to date, Contra Costa County's Employment and Human Services Department has not received any Medi-Cal applications for inmates or wards prior to their release. We assume that is not because there haven't been inmates returning to Contra Costa County who should have been referred to our local welfare department. It appears that CDCR has not implemented the MOU.

Another source of potential revenue is through SSI for reentrants who are permanently disabled. When appropriate, an application for SSI should also be initiated for inmates with disabilities who are scheduled for release. The corresponding medical and mental health and substance abuse records should be forwarded to the county contact to assist in expediting the establishment of benefits. This process will facilitate placement, improve continuity of care and provide revenue for the counties.

There is some confusion about the definition of "legal residence" and whether the reentrant is to be released to the place where the crime was committed or the last place the inmate lived before incarceration. This is a significant issue related to reimbursement because Medi-Cal is managed by the county of residence and confusion about this issue can cause parolees to experience barriers to health care and county facilities to experience barriers to reimbursement from managed care plans operating outside their county borders. When the prison begins the Medi-Cal application process, the county where the inmate indicates they want to reside should be considered the county of residence so the county can receive Medi-Cal reimbursement.

One specialized population of concern is pregnant women and teen and Health Services' Lift Every Voice Program (LEV) provides outreach and case management services to incarcerated pregnant women and teens prior to release from the county detention facility and juvenile hall. Upon release LEV assists women with accessing Medi-Cal insurance, prenatal care and continues to provide case management services, linking women with community resources and other home visiting programs for ongoing support. LEV is a unique public health approach to reaching hard-to-reach populations requiring complex array of services and strategies to ensure that they are successful parents and make healthy and positive choices. LEV has served women throughout Contra Costa County since 2005.

1. Develop a coordinated mechanism for providing reentrants with needed health services.
2. Ensure that reimbursement mechanisms for covering the cost of health care are established and that MOUs and policy related to this are implemented.
3. Establish an internal committee to coordinate mental health, health and substance abuse issues.
4. Develop formal systems for handling reentrants' health, mental health and substance abuse needs.
5. Advocate with CDCR and CDPH to implement the Medi-Cal MOU.
6. Advocate with CDCR to obtain medical, mental health and substance abuse records to provide continuity of care and expedite establishment of benefits.
7. Advocate for clarification of the definition of "legal residence".

Mentoring/Community Engagement

Statement of Problem

Unfortunately, Contra Costa County, like many communities, is simply not organized in a way to facilitate effective transitions from prisoner to productive member of society. This is unfortunate and costly to the county, given the number of obstacles to successful reentry is high. Many of the obstacles to effective reentry are the same factors that contributed to the individual's involvement in crime in the first place (and for which the offender likely did not receive adequate treatment while incarcerated). Formerly incarcerated individuals can reach their full potential through self-development, utilization of community resources, and hard work. Effective reentry can be achieved by facilitating structured, group and/or one-one-one relationships, or partnerships that focuses on the needs of mentored participants.

1. Incorporate a consultation with youth social worker, advocate or mentor (if possible) into sentencing decision in order to gather valuable psychosocial information on youth.
2. Promote mentoring as a viable opportunity of support for formerly incarcerated individuals returning to Contra Costa County.
3. Create a task force dedicated to exploring structured mentoring opportunities/practices specific to addressing the needs of formerly incarcerated individuals.

4. Identify promising strategies/evidence-based models and best practices of mentoring that have demonstrated success in serving those who are formerly incarcerated.
5. Select and support the development of successful mentoring strategies/programs that are designed specifically to serve the formerly incarcerated.
6. Identify and obtain financial support to develop, evaluate and sustain mentoring efforts that address the needs of the formerly incarcerated.
7. Develop structured mentoring program as a strategy to develop active community partnerships.
8. Develop and staff a structured mentoring program that fosters caring and supportive relationships for those identified as formerly incarcerated who desire to have a community mentor, and encourages individuals to develop to his or her fullest potential and create a vision for his or her own future.
9. Implement the program with operating procedures and standards for mentor and participant that include recruitment, screening, training, matching, monitoring and support, match closure and evaluation strategies based on the latest mentoring research and evidence from experienced mentoring practitioners.

Housing

Statement of Problem?

1. Ensure housing-focused discharge planning prior to release:
 - Increase capacity to connect inmates to housing prior to release.
 - Develop system for identifying housing needs while people are incarcerated.
 - Conduct an exit planning meeting with youth prior to release that provides youth with both verbal and written materials identifying community-based agencies that can assist youth upon release.
 - If youth will be exiting to county Homeless Programs Youth Continuum of Services, have the parole/probation officer meet with agency case manager prior to release in order to assist with transition process (e.g., identifying probation requirements) to share pertinent youth information to best meet the individual needs.
2. Develop pre-release plans that realistically and address the housing needs of the individual:

- If a youth is at risk of homelessness upon release, coordinate directly with county Homeless Programs Youth Continuum of Services to assist with shelter and/or transitional housing placement services.
3. Involve prisoner, community-based case manager and parole/probation officer in the pre-release planning process.
 4. Connect formerly incarcerated individuals with support system immediately upon release:
 - Offer programming during incarceration that maintains and repairs social relationships on the outside.
 - Identify service providers for housing, health, employment, etc.
 - Address any immediate issues that would prevent successful reentry (e.g., substance abuse).
 - Establish a medical home.
 - If a youth is at risk of homelessness upon release, coordinate directly with county Homeless Programs Youth Continuum of Services to assist with shelter and/or transitional housing placement services.
 - Identify if youth is a former foster youth, and if so connect them with the Independent Living Skills Program (ILSP) while incarcerated.
 5. Provide opportunities for community service upon release.
 6. Offer peer-driven case management and supports to facilitate transition process:
 - Hire formerly incarcerated individuals as case managers.
 - Offer mentoring programs for newly released persons with successful formerly incarcerated people.
 - Conduct a treatment planning meeting prior to release with youth probation/parole officer and other supportive persons (family, social worker, etc.) to establish a clear plan that identifies the roles of each person post-release.
 7. Remove any barriers to affordable housing:
 - Work with developers to remove "screening" for people with criminal records.
 - Work with the housing authority to remove any potential barriers in their policies and practices.
 - Work with affordable housing currently in operation to make sure that there is no bar against the formerly incarcerated person reentering those units (e.g., to reunify with family).
 8. Develop a mechanism for increased communication between parole, probation and municipal police departments.

9. Increase the supply of services dedicated to the formerly incarcerated in Contra Costa County.
10. Provide service providers with professional training opportunities to develop their understanding of the formerly incarcerated.
 - Establish professional development requirements for all service providers who receive funding through the Richmond and Contra Costa County Workforce Investment Boards.

Legal Services

Statement of Problem

There is minimal access to legal services and advocacy during pre-release, incarceration, or post-release. Legal services includes, but are not limited to, Family Law, Housing Law, Employment Law, Public Benefit Law, Medical Law, Civil Rights Law, Immigration Law, Domestic Violence Law, Victim's Rights Law, parole/probation conditions and legal remedies for people with criminal records.

incarceration.

1. Conduct a legal issues risk and needs assessment during incarceration, pre-release and post-release.

2. Increase the number of currently incarcerated and formerly incarcerated individuals' participation in services/programs that modify child support payments, establish paternity, determine visitation rights, and release license holds immediately upon

3. Increase the number of formerly incarcerated individuals' participation with housing law providers in an effort to decrease evictions of individuals and/or families and increase accessibility of formerly incarcerated individuals to subsidized housing. Remove legal barrier to housing.
4. Increase the number of 1203.4 dismissals, 17B reductions, Early Probation Terminations, Warrant Recalls and Certificates of Rehabilitation through monthly "Clean Slate" clinics in an effort to reduce legal barriers to employment.
5. Increase the number of formerly incarcerated individuals who participate in Homeless Court and/or attend Traffic Court in an effort to reduce legal barriers to employment such as DMV fines/fees and license suspensions.
6. Increase the number of formerly incarcerated individuals who have access to their county/state RAP sheet.

7. Increase the number of employers who understand and follow employment law related to hiring individuals with criminal records.
8. Increase understanding and completion of terms of parole and probation in order to decrease violations. Increase communication between parole/probation and service providers regarding violation hearings.
9. Increase the number of registered and voting formerly incarcerated individuals in Contra Costa County.
10. Create Reentry Courts, Drug Courts, Mental Health Courts and Alternatives to Incarceration/Diversion Programs in order to address underlying causal factors for offenses such as substance abuse and mental health disorders in order to reduce recidivism and increase recovery.
11. Increase the number of formerly incarcerated individuals who receive public benefits after release.
12. Outreach by Family Law Facilitator and Child Support Services regarding currently and formerly incarcerated rights and options during incarceration and post-incarceration for Child Support Modification, paternity, visitation rights and license releases.
13. Outreach by Housing Law Providers and County Housing Authority regarding housing law rights and regulations such as tenant rights and criminal records in subsidized housing applications. Training by Housing Law Providers and County Housing Authority with currently and formerly incarcerated individuals (prison and jail) on how a criminal records affects subsidized and non-subsidized housing, as well as their tenant rights.
14. Remove any barriers to affordable housing:
 - Work with developers to remove "screening" for people with criminal records.
 - Work with Housing Authority to remove any potential barriers in their policies and practices.
 - Work with affordable housing currently in operation to make sure that there is no bar against persons reentering into those units (i.e. to reunify with family).
15. Creation of a monthly Clean Slate Clinics that provides access to legal remedies such as 1203.4 dismissals, 17b reductions, early probation terminations, and Certificates of Rehabilitation. Education, training and access to advocacy regarding the sealing of Juvenile records and receiving County/State RAP Sheets.
16. Homeless Court and DMV conduct outreach to currently and formerly incarcerated individuals regarding approaches to addressing DMV tickets, fines and fees. Creation of process for currently incarcerated individuals to apply for ID prior to release.

17. Outreach by workforce services providers, EDD, County Employment and Human Services to currently and formerly incarcerated individuals around employment rights and regulations. This includes but is not limited to disclosure, licenses, criminal background checks, private vs. public employers, and the impact of certain convictions on specific types of jobs.
18. Outreach to employers/businesses by workforce services providers, EDD, County Employment and Human Services, and legal service providers regarding employment hiring laws for people with criminal records.
19. Distribution of procedural information by parole/probation for writing letters of support regarding parole/probation violations and hearings.
20. Outreach and education regarding voting rights for people in jail and prison, on probation and/or parole.
21. Increased education, training and access to other legal services such as SSI/Disability advocacy, public benefit advocacy, medical rights advocacy for people living with HIV/AIDS or mental, physical or developmental disabilities, and discrimination claims.
22. Begin enrollment in eligible public benefits a minimum of 90 days prior to release.
23. Implement a Pre-Release Agreement between county jail/CDCR and SSA so inmates can apply for SSI/SSDI and other public benefits while incarcerated. Clarify and define “legal residency” for public benefits application and re-instatement.
24. Planning and implementation of specialized docket programs (Drug Court, Reentry Court, Mental Health Court and ATI/Diversion Programs) for supervised youth and adults.
25. Create training program for reentry service providers on legal issues, barriers and remedies. Establish training requirements around reentry legal issues for all service providers who receive funding through the Richmond and Contra Costa County funding streams specific to the area of service.
26. If youth is incarcerated for sex work, work with judge to see if there is a prison/jail alternative.
27. Identify jail/prison alternatives for youth (boys/girls ranch, mental health treatment center, etc.) if appropriate, and inform judge of these options.

Part IV: Implementation Plan

In order to successfully establish the reentry system described above. The CCCRRC needs to do the following: 1) Obtain formal adoption of the strategic plan; 2) Establish the proposed infrastructure; 3) Begin implementation of the programmatic recommendations. The strategies and activities below will enable the CCCRRC to establish the necessary level of support to successfully implement this strategic plan.

Adoption of the Strategic Plan (Months 1-5)

The reentry system described above requires a commitment on the part of many stakeholders. Bringing together these various agencies and organizations will require leadership on the part of the county and municipal agencies and elected officials. To be successful this strategic plan must have the full support of the Contra Costa County Board of Supervisors and the various county agencies as well as the city council and city agencies from at least Antioch, Concord and Richmond. The table below presents the strategies, activities and resources needed in order to achieve the desired outcome.

DESIRED OUTCOME: Adoption of Strategic Plan by Contra Costa County Board of Supervisors and Antioch, Concord and Richmond City Councils				
Objectives	Strategies	Activities	Performance Measures	Resources
Support for strategic plan from critical county and city agencies	Allow each county/city agency head the opportunity to review the strategic plan and make comments	Hold meetings with all county and city department heads to review the aspects of the plan that pertain to their agency, including: probation department, sheriff, health care services, social services, Workforce Investment Board Identify potential resources to support programmatic recommendations	Meetings held with 100% of identified county/city agencies Agreement from county/city agencies to support adoption of the plan by the board of supervisors and the city councils	Coordinating Council chair/co-chairs and members representing the agency on the Coordinating Council should be present at these meetings

DESIRED OUTCOME: Adoption of Strategic Plan by Contra Costa County Board of Supervisors and Antioch, Concord and Richmond City Councils				
Objectives	Strategies	Activities	Performance Measures	Resources
		Based on feedback from these department heads Coordinating Council will make revisions to strategic plan		
Formal adoption of strategic plan by board of supervisors and city councils	Gain support of relevant county/city committees Submit resolution to board of supervisors and city councils to formally adopt strategic plan	Present strategic plan to Contra Costa County Public Protection Committee Present strategic plan to Antioch, Concord and Richmond Public Safety Committees Presentation to county board of supervisors asking for the formal adoption of the strategic plan Presentation to city councils asking for the formal adoption of the strategic plan	Contra Costa County Board of Supervisors adopts Strategic Plan Antioch City Council adopts strategic plan Concord City Council adopts strategic plan Richmond City Council adopts strategic plan	Coordinating Council chair/co-chairs, chief probation officer, sheriff and Health Care Services director and Social Services director should all be a part of the presentation to the board of supervisors and the city councils. Presentations to city councils should also include chief of police

Establish Proposed Infrastructure

The Infrastructure proposed in this strategic plan will be implemented immediately upon conclusion of the Reentry Planning Initiative.

DESIRED OUTCOME: Implementation of a countywide reentry infrastructure to support the CCCRRC				
Objectives	Strategy	Activities	Performance Measures	Resources
Increase the level of communication and coordination around reentry in Contra Costa County	Establish Coordinating Council	<p>Identify staffing for Coordinating Council</p> <p>Staff will convene Coordinating Council and establish regular meeting schedule</p> <p>Coordinating Council will identify chairs or co-chairs</p> <p>Begin obtaining buy-in on strategic plan and making modifications as needed</p> <p>Produce final version of strategic plan for adoption by the board of supervisors</p> <p>Convene Decision Makers Committee and present final version of strategic plan</p> <p>Develop communications strategy for promoting strategic plan and for disseminating reentry related information to various subcommittees and all interested stakeholders</p>	<p>100% of stakeholders identified as a part of the Coordinating Council will join</p> <p>Coordinating Council meets monthly until adoption of strategic plan by board of supervisors and city councils</p> <p>Both board of supervisors and three City Councils formally adopt the final version of the strategic plan</p> <p>Number of mass media stories covering the CCCRRC</p> <p>Number of stakeholders that receive information on reentry through the established communications plan</p>	Reentry Planning Task Force members

DESIRED OUTCOME: Implementation of a countywide reentry infrastructure to support the CCCRRRC				
Objectives	Strategy	Activities	Performance Measures	Resources
Improve the capacity of service providers to efficiently deliver appropriate services to formerly incarcerated people in Contra Costa County	Programs and Services Subcommittee	<p>Various provider groups (identified on p. 20) will maintain current meetings. Representatives from each group will be identified to serve on the Programs and Services Subcommittee</p> <p>Representatives from each of the subcommittees will convene and establish a regular meeting time</p> <p>Identify co-chairs</p> <p>Identify potential workgroups to be formed around specific services (e.g., housing, employment)</p> <p>Develop and offer professional development trainings to service providers</p> <p>Convene workgroups and begin implementing the program recommendations identified in this strategic plan</p>	<p>Participation from representatives of all existing provider groups</p> <p>Number of meetings held</p> <p>Establishment of workgroups for critical services</p> <p>Number of participants in workgroup and subcommittee</p> <p>Number of professional development trainings</p> <p>Number of programmatic recommendations implemented</p>	Rubicon, Empact Institute, Richmond Office of Neighborhood Safety, The Williams Group
Increase the use of	Data and	Convene existing organizations conducting	Number of participants	Further the

DESIRED OUTCOME: Implementation of a countywide reentry infrastructure to support the CCCRRC				
Objectives	Strategy	Activities	Performance Measures	Resources
data driven decision making around reentry in Contra Costa County	Information Committee	data analysis and program evaluations associated with reentry and criminal justice related issues	Submission of data requests to parole and probation departments	Work, Homebase, Empact Institute, Williams Group
		Work with Programs and Services Subcommittee to conduct supply and demand analysis on reentry services in Contra Costa County	Receive parole and probation data on at least a quarterly basis	
		Develop formal data requests to obtain parole and probation data for Contra Costa County on a regular basis (monthly, quarterly)	Completion of supply and demand analysis	
		Establish a set of performance standards for particular services that reflects local and national benchmarks	Completion of performance standards for at least three services (e.g., housing, employment and health)	
		Monitor progress on implementation of strategic plan and submit regular updates to Coordinating Council	Number of research briefs of implementation of the strategic plan	
		Conduct research on promising practices within reentry programming and submit regular updates to Coordinating Council	Number of research briefs on promising practices in reentry	

DESIRED OUTCOME: Implementation of a countywide reentry infrastructure to support the CCCRRC				
Objectives	Strategy	Activities	Performance Measures	Resources
Remove legislative, policy and resource barriers associated with reentry in Contra Costa County	Establish Decision Makers Table	Convene Decision Makers Table after adoption of strategic plan	Two held meetings per year	Coordinating Council
		Request approval from Decision Makers Table for the strategic plan	Number of legislative and policy changes	
		Initiate legislation and policy to support goals and objectives of strategic plan	Increase total amount of resources available to support CCCRRC and CCCRRC member organizations by 10%	
		Allocate resources to support implementation of strategic plan		

Implementation of Programmatic Recommendations

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
System-wide Recommendations	<i>Sentencing:</i> Incorporate a risk and needs assessment requirement throughout the criminal justice process beginning with sentencing	Conduct risk and needs assessment prior to sentencing and provide results of assessment to judge to identify mandatory participation in particular services as a condition of incarceration in either state prison and/or county jail	20% of people on parole/probation in Contra Costa County will have been assessed upon incarceration	Sentencing: Sheriff's office
Reentry Process Recommendations	<i>Incarceration:</i> Utilize incarceration as an opportunity for individuals to address individual needs, increase human and social capital, and to begin establishing connections with positive social networks	Coordinate assessment tools with those currently in use at the institution	Coordinated assessment tool	Incarceration: Sheriff and CDCR
	<i>Pre-Release:</i> Establishes and formalizes pre-release planning that identifies service needs and, prior to release, connects prisoners with community-based service providers	Develop a format for the pre-release plan	Standardized pre-release plan	Pre-Release: Probation and Sheriff, Health Care, CBOs, CDCR
	Begin enrollment in eligible public benefits a minimum of 90 days prior to release whenever possible	Implement a Pre-Release Agreement between County Jail and SSA so inmates can apply for SSI/SSDI while incarcerated	20% of people on parole/probation in Contra Costa County will have been issued a state ID prior to release	Release: Health Care Services, CBOs
	<i>Release:</i> Develops a system for providing transitional services that connect formerly incarcerated with positive social	Work with the Department of Motor Vehicles to get IDs for inmates before they are released	15% increase in the number of community-based service providers	Coordinating Council

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
Service Delivery System Recommendations	<p>networks that were established prior to release</p> <p><i>Reentry:</i> Builds/supports a full continuum for the provision of particular services (e.g., employment, housing, health).</p>	<p>immediately upon incarceration with pre-release planning beginning a minimum of 120 days prior to release whenever possible</p> <p>Implement programming during incarceration that builds a positive values system and allows prisoner to maintain and/or repair social relationships with family and friends</p>	<p>working in county jail, including those that promote a positive values system</p>	
	<p>Develop a service delivery system that has the capacity and supply of services to meet the needs of the formerly incarcerated</p> <p>Establish professional development requirements for all service providers who receive funding through the Richmond and Contra Costa County Workforce Investment Boards</p>			
	<p><i>Youth Specific:</i> Provide training opportunities for Parole, Probation and Municipal Police Departments that address best practices on how to work</p>			

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
	with the at-risk youth population			
Increase educational opportunities and outcomes	<p>Offer targeted remedial and supportive educational programs to boost basic skill proficiency levels among formerly incarcerated individuals</p> <p>Expand in-person computer skills training inside correctional/detention facilities and in the community</p> <p>Provide access to college level courses (during and after incarceration), financial aid, and support services (EOPS, DSPS, tutoring, counseling, programs for formerly incarcerated people)</p> <p>Offer supportive programs to prepare formerly incarcerated individuals for the necessary discipline and focus required for long-term commitment to educational goals such as completion of the G.E.D.</p>	<p>Outreach to formerly incarcerated people prior to release to ensure enrollment upon release</p> <p>Conduct in-custody assessments to determine appropriate educational services</p>	<p>20% increase in basic literacy and numeracy skills within one year of release</p> <p>20% increase in computer skills within one year of release</p> <p>20% increase in number of employment ready people within one year of release</p> <p>20% increase in attendance and participation in supportive educational</p>	<p>Programs and Services Subcommittee</p> <p>Community colleges</p> <p>Adult schools</p>

DESIRED OUTCOME: Implementation of Programmatic Recommendations					
Objectives	Strategy	Activities	Performance Measures	Resources	
			<p>programs within institution and in the community.</p> <p>20% increase in GED completion prior to or within one year of release</p> <p>20% increase in completion of college level courses prior to or within one year of release</p>		

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
<p>Increase financial literacy</p> <p>Reduce level of debt and increase payments on debts (e.g., child support)</p>	<p>Provide basic financial literacy skills training to formerly incarcerated individuals</p> <p>Provide formerly incarcerated individuals with access to financial support tools, including public benefits, supportive services, and Individual Development Accounts (IDAs)</p> <p>Targeted outreach to reentry population for free tax prep assistance and in accessing tax-related services</p> <p>Establish pre-release benefits eligibility screening at county jail and begin application process whenever possible</p>	<p>Work with employment programs to identify formerly incarcerated people who could benefit from financial literacy programs</p> <p>Work with social services to expedite enrollment process for formerly incarcerated individuals</p>	<p>Increase financial literacy of formerly incarcerated individuals by 50% as measured by certificates of completion of financial education program(s)</p> <p>Increase financial stability of formerly incarcerated individuals by 20% by assisting with access to public benefits and supportive services and by startup of Individual Development Accounts (IDAs)</p>	
Increase job training, placement	Develop and support workforce services that address the impact a criminal record has on access to employment	Seek financial support for supported/subsidized work experience, transitional jobs and	Increase employment rate of formerly	

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
and employment opportunities	<p>opportunities</p> <p>Expand range of work experience opportunities available to formerly incarcerated individuals</p> <p>Develop and enhance job specific training and certification programs inside CDCR, county detention and juvenile justice facilities</p> <p>Develop and enhance paid training programs/transitional employment in multiple sectors, targeting individuals recently released from incarceration</p> <p>Implement “Ban the Box” within county agencies</p> <p>Require county contractors to adhere to “Ban the Box” hiring practices</p> <p>Outreach to businesses/employers around hiring incentives for people with criminal records</p>	<p>other employment related opportunities</p> <p>Work with county supervisors and agencies to implement “Ban the Box” program</p> <p>Develop outreach materials for employers on hiring incentives</p>	<p>incarcerated individuals by 30% within one year of release from custody.</p> <p>Provide at least 50 additional supported/subsidized employment slots for formerly incarcerated individuals in Contra Costa County</p> <p>Increase the number of formerly incarcerated people employed by county agencies and county contractors by 10%.</p>	

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
Mental Health Increased participation in mental health services	<p>Develop a seamless transition into mental health services from state prison for non-revocable parolees</p> <p>Identify non-revocable parolees with mental health issues prior to release</p> <p>Implement a process for obtaining complete medical records prior to release for non-revocable parolees</p> <p>Implement a process for developing case conference/treatment plan with affected departments/agencies prior to release for non-revocable parolees</p> <p>Establish intake appointment prior to release that will occur within the first week after release for non-revocable parolees</p> <p>Connect probationers and qualifying parolees to mental health services through the access system</p> <p>Connect youth with the Contra Costa County Mental Health Services Act</p>	<p>Coordinate mental health strategies with substance abuse and health strategies listed below</p> <p>Incorporate mental health status exam into assessment, and involve Behavioral Court, if appropriate, to inform where the youth will be sentenced to (e.g., Mental Health Module of county jail)</p>	<p>Increase the number of formerly incarcerated people with mental health issues that are identified prior to release by 10%</p> <p>Increase the number of formerly incarcerated people who are released with a copy of their complete medical records by 10%</p> <p>Increase the number of formerly incarcerated people who are released with a complete case conference/treatment plan with affected departments/agencies</p>	Health Care Services

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
	(MHSA) Transition Age Youth (TAY) program		ies prior to release by 10% Increase the number of formerly incarcerated people who attend an intake appointment with a community based provider within the first week after release by 10%	
Increase participation in substance abuse services	Improve the coordination of available alcohol and other drugs services for the reentry population with other divisions/programs health services including Public Health, Mental Health and Homeless Services, along with Employment and Human Services. In this way, we can promote full recovery, reduce recidivism and support self-sufficiency among clients Early identification of substance-abusing	Provide technical support to ARC counselors Issues IDs prior to release Work with CCCRRC committees to implement pre-release benefits screening program Coordinate with the local Veterans Service Officer (VSO) to maximize resources for those who might be	10% increase in number of people released from jail and prison with a pre-release plan 10% increase in number of people released from jail and prison that are immediately connected to a	Health Care Services

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
	<p>prisoners scheduled to return to Contra Costa County, supporting early and active transition planning 3 months prior to release</p> <p>Develop an effective and regular system of communication between Addiction Recovery Counselors (ARC) counselors and AODS</p> <p>Ensure that ARC counselors incorporate conditions of parole into clients' transition plans</p> <p>Determine most appropriate level of care after release</p> <p>Develop a system to connect formerly incarcerated individuals with positive social networks prior to release.</p> <p>Address immediate issues prior to release that could prevent successful reentry such as substance abuse treatment, lack of medication, housing, etc.</p> <p>Identify in the pre-release plan, family or</p>	<p>eligible</p> <p>If awarded, implement SAMSHA's Offender Reentry Program based on a peer-based county-wide collaboration of community-based substance abuse and case management to San Quentin prisoners returning to the county</p> <p>Active referral of clients to the Brighter Beginnings' PAPAS program for family reunification services</p>	<p>community-based substance abuse service provider</p> <p>10% increase in number of people released from jail and prison with a pre-release plan</p> <p>10% increase in number of people released from jail and prison who were screened for public benefit eligibility prior to release</p>	

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
	social networks on the outside that can support successful reentry			
Increase access and availability of health care services	<p>Develop a coordinated mechanism for providing reentrants with health services needed</p> <p>Ensure that reimbursement mechanisms for covering the cost of health care are established and that MOUs and policies related to this are implemented</p> <p>Establish an internal committee to coordinate mental health, health and substance abuse issues</p> <p>Develop a formal systems for handling reentrants' health, mental health and substance abuse needs</p>	<p>Identify clinics across that county that serve formerly incarcerated people</p> <p>Advocate with CDCR and CDPH to implement the Medi-Cal MOU</p> <p>Advocate with CDCR to obtain medical, mental health and substance abuse records to provide continuity of care and expedite establishment of benefits</p>	<p>10% increase in formerly incarcerated people with an identified medical home within one year of release</p> <p>10% increase in number of formerly incarcerated people enrolled in Medi-Cal</p> <p>10% increase in number of formerly incarcerated people that regularly refill their medications</p>	Health Care Services, community health care clinics

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
Increase mentoring and community engagement in reentry	<p>Consult with youth social worker, advocate or mentor (if possible) to gather psychosocial information that may inform sentencing decision</p> <p>Promote mentoring as a viable opportunity of support for formerly incarcerated individuals returning to Contra Costa County</p> <p>Create a task force dedicated to exploring structured mentoring opportunities/practices specific to addressing the needs of formerly incarcerated individuals</p> <p>Identify promising strategies/evidence-based models and best practices of mentoring that have demonstrated success in serving those who are formerly incarcerated</p> <p>Select and support the development of successful mentoring strategies/programs that are designed specifically to serve the formerly incarcerated</p>	<p>Develop structured mentoring program as a strategy to develop active community partnerships</p> <p>Develop and staff a structured mentoring program that fosters caring and supportive relationships with a community mentor</p> <p>Implement the program with operating procedures and standards for mentor and participant that coincide with the empirically validated mentoring programs</p>	<p>20% increase in the number of formerly incarcerated people employed as mentors</p> <p>20% increase in the number of formerly incarcerated people participating in a mentoring program</p>	

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
	Identify and obtain financial support to develop, evaluate and sustain mentoring efforts that address the needs of the formerly incarcerated			
Increase housing opportunities	<p>Conduct risk and need assessment prior to sentencing and provide results of assessment to judge</p> <p>Establish a system for beginning pre-release planning upon entrance into facility and a minimum of 120 days prior to release</p> <p>Coordinate assessment tools with those currently in use at the institution</p> <p>Based on needs assessment, identify mandatory participation in particular services as a condition of incarceration in either state prison and/or county jail</p> <p>Ensure housing-focused discharge planning prior to release</p> <p>Offer peer-driven case management and</p>	<p>Develop a format for the pre-release plan</p> <p>Implement a pre-release agreement between county jail and SSA so inmates can apply for SSI/SSDI while incarcerated.</p> <p>Work with DMV to issue IDs prior to release</p> <p>Work with developers to remove "screening" for people with criminal records</p> <p>Work with housing authority to remove any potential barriers</p> <p>Work with affordable housing currently in operation to make sure that there is no bar against persons</p>	<p>15% decrease in rate of homelessness among formerly incarcerated people</p> <p>10% increase in formerly incarcerated people living in subsidized housing</p> <p>Inform 100 affordable housing providers of the laws regarding "screening" for people with</p>	

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
	<p>supports to facilitate transition process</p> <p>Remove barriers to affordable housing</p> <p>If a youth is at risk of homelessness upon release, coordinate directly with county Homeless Programs Youth Continuum of Services to assist with shelter and/or transitional housing placement services</p>	<p>reentering into those units (e.g., to reunify with family)</p> <p>If youth will be exiting to county Homeless Programs Youth Continuum of Services, have the parole/probation officer meet with agency case manager prior to release in order to assist with transition process (e.g., identifying probation requirements) to share pertinent youth information to best meet the individual needs.</p>	criminal records	
Increase access and availability of legal services	<p>Establish system for addressing child support modification, paternity, visitation rights and license releases</p> <p>Conduct a risk and needs assessment regarding legal issues during incarceration, pre-release and post-release</p> <p>Create monthly “Clean Slate” clinics that provides access to legal remedies</p>	<p>Outreach to currently and formerly incarcerated individuals around employment rights and regulations</p> <p>Outreach to employers/businesses regarding employment hiring laws for people with criminal records</p> <p>Training on how a criminal record affects subsidized and non-</p>	<p>10% increase the number of currently and formerly incarcerated individuals who modify child support payments, establish paternity, determine visitation rights,</p>	

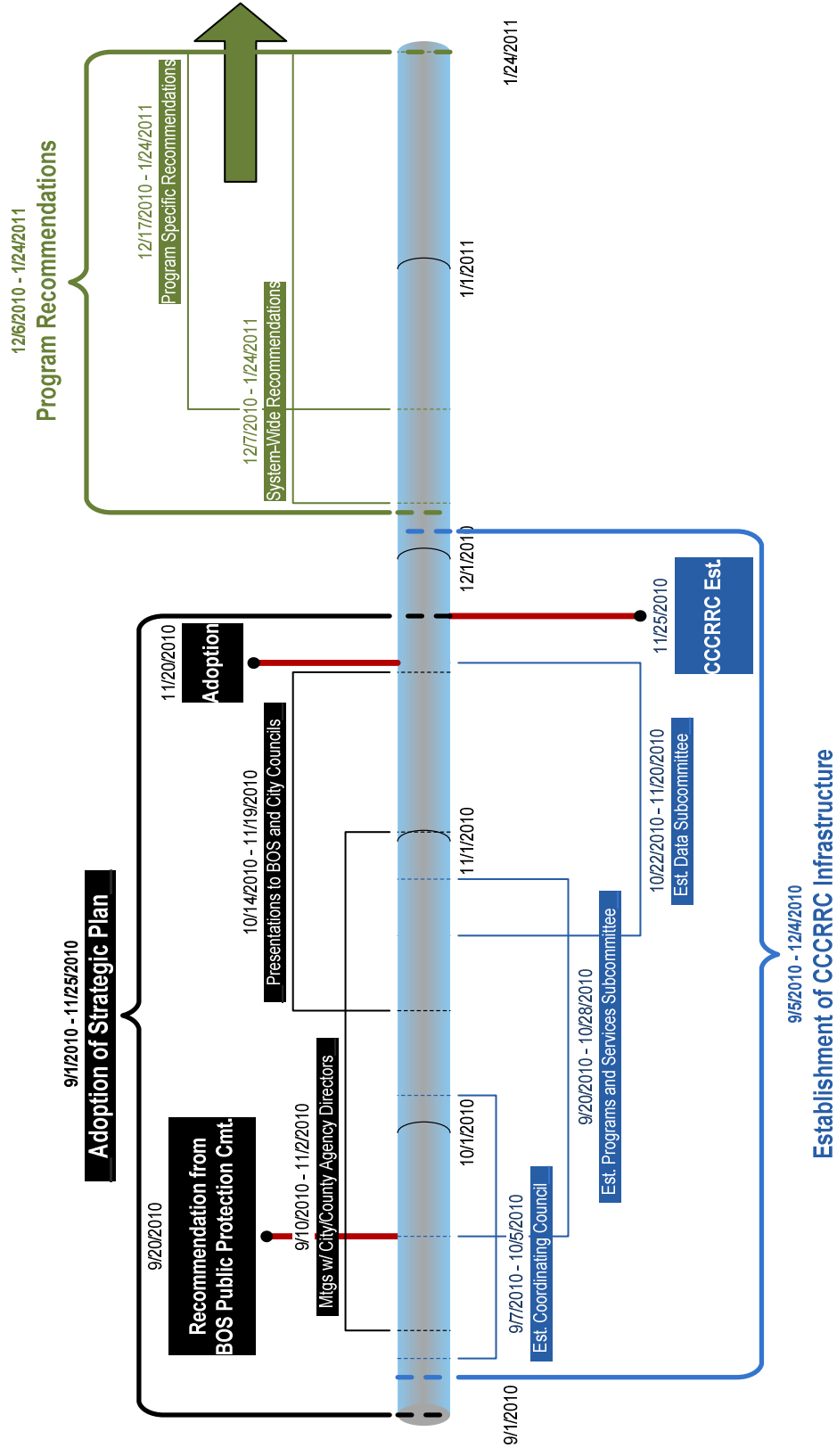
DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
	<p>Establish Homeless Court and DMV conduct outreach to currently and formerly incarcerated individuals regarding approaches to addressing DMV tickets, fines and fees</p> <p>Planning and implementation of specialized dockets programs (drug court, reentry court, mental health court and ATI/diversion programs) for supervised youth and adults</p> <p>Distribution of procedural information by Parole/Probation for writing letters of support in regards to parole/probation violations and hearings</p> <p>Implement a pre-release agreement between county jail/CDCR and SSA so inmates can apply for SSI/SSDI and other public benefits while incarcerated</p> <p>Clarify and define “legal residency” for public benefits application and re-instatement</p>	<p>subsidized housing</p> <p>Establish training requirements around reentry legal issues for all service providers who receive funding through the Richmond and Contra Costa County funding streams specific to the area of service</p>	<p>and release license holds upon incarceration</p> <p>10% decrease in preventable evictions among formerly incarcerated people</p> <p>10% increase in the number of formerly incarcerated people who successfully remove prior convictions from their record</p> <p>10% increase in the number of participants in homeless court, traffic court and other special docket programs</p>	

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
	<p>Create training for reentry service providers on legal issues, barriers and remedies</p> <p>If youth is incarcerated for sex work, work with judge to see if there is a prison/jail alternative</p> <p>Identify jail/prison alternatives for youth (e.g., boys/girls ranch, mental health treatment center) if appropriate, and inform judge of these options</p>		<p>10% increase in the number of formerly incarcerated individuals who have access to their county/state RAP sheet</p> <p>Inform 100 employers about the benefits of hiring formerly incarcerated individuals and the laws associated with hiring discrimination.</p> <p>10% increase in number of registered and voting formerly incarcerated individuals in Contra Costa County</p>	

DESIRED OUTCOME: Implementation of Programmatic Recommendations				
Objectives	Strategy	Activities	Performance Measures	Resources
			<p>Provide professional development trainings on legal issues to 100 reentry service providers</p> <p>10% increase in the number of formerly incarcerated individuals who receive public benefits after release</p>	

Implementation Plan Timeline September 2010 – January 2011

Contra Costa Reentry Initiative September 2010 - January 2011



Appendices

Appendix 1: Parolees by Zip Code 07/02/10

Rank	Zip Code	Cities within Zip Code	Parolees
1	94509	ANTIOCH	187
2	94519	CONCORD	173
3	94804	RICHMOND	140
4	94553	MARTINEZ, PACHECO	72
5	94520	CONCORD, CLYDE	69
6	94531	ANTIOCH	58
7	94561	OAKLEY	45
8	94803	EL SOBRANTE, RICHMOND	35
9	94513	BRENTWOOD	33
10	94518	CONCORD	28
11	94521	CONCORD	24
12	94517	CLAYTON	20
13	94547	HERCULES, RODEO	20
14	94564	PINOLE	19
15	94572	RODEO	17
16	94805	RICHMOND	16
17	94523	PLEASANT HILL, CONCORD	15
18	94530	EL CERRITO, RICHMOND	11
19	94583	SAN RAMON	9
20	94597	WALNUT CREEK	8
21	94582	SAN RAMON	6
22	94596	WALNUT CREEK, LAFAYETTE	6
23	94514	BYRON, DISCOVERY BAY	4
24	94525	CROCKETT	4
25	94595	WALNUT CREEK	4
26	94505	BYRON	3
27	94526	DANVILLE	3
28	94507	ALAMO	2
29	94598	WALNUT CREEK	2
30	94506	DANVILLE, BLACKHAWK	1
31	94549	LAFAYETTE	1
32	94556	MORAGA	1
33	94563	ORINDA	1
34	94565	PITTSBURG, PORT CHICAGO, BAY POINT	1
35	94801	RICHMOND, NORTH RICHMOND, POINT RICHM	1
36	94806	SAN PABLO, RICHMOND, TARA HILLS	1
37	94516	CANYON	0
38	94522	CONCORD	0
39	94528	DIABLO	0
40	94569	PORT COSTA	0

* "Unknown" includes ZIP Codes that are not within Contra Costa County, that are no longer in use or otherwise not valid.

1,040 Mappable Records

1,709 Reported Records

Appendix 2: Adult Probationers by City 08/06/10

Rank	Cities	Probationers
1	Richmond	426
2	Antioch	422
3	Concord	363
4	Pittsburg	332
5	San Pablo	150
6	Martinez	127
7	Brentwood	92
8	Walnut Creek	87
9	Oakley	84
10	Pinole	45
11	Pleasant Hill	43
12	San Ramon	33
13	Hercules	33
14	Danville	24
15	Lafayette	16
16	El Cerrito	15
17	Clayton	9
18	Moraga	5
19	Orinda	2
	2,308 Mappable Records	
	3,212 Reported Records	

Appendix 3: Juvenile Probationers by City 08/06/10

Zip Code	Rank	Cities within Zip Code	Probationers
94509	1	ANTIOCH	321
94804	2	RICHMOND	171
94520	3	CONCORD, CLYDE	145
94553	4	MARTINEZ, PACHECO	77
94564	5	PINOLE	51
94547	6	HERCULES, RODEO	46
94518	7	CONCORD	37
94523	8	PLEASANT HILL, CONCORD	37
94596	9	WALNUT CREEK, LAFAYETTE	31
94582	10	SAN RAMON	26
94803	11	EL SOBRANTE, RICHMOND	23
94517	12	CLAYTON	18
94505	13	BYRON, ANTIOCH	17
94598	14	WALNUT CREEK	17
94597	15	WALNUT CREEK	14
94530	16	EL CERRITO, RICHMOND	11
94507	17	ALAMO	8
94549	18	LAFAYETTE	8
94565	19	PITTSBURG, ANTIOCH, PORT CHICAGO, BAY POINT	8
94563	20	ORINDA	7
94595	21	WALNUT CREEK	5
94525	22	CROCKETT	4
94513	23	BRENTWOOD, ANTIOCH	2
94506	24	DANVILLE, ANTIOCH	1
94514	25	BYRON, BRENTWOOD, DISCOVERY BAY	1
94519	26	CONCORD, ANTIOCH	1
94521	27	CONCORD	1
94526	28	DANVILLE, BAY POINT	1
94531	29	ANTIOCH	1
94556	30	MORAGA, CANYON	1
94561	31	OAKLEY, ANTIOCH	1
94569	32	PORT COSTA, ANTIOCH	1
94572	33	RODEO, HERCULES	1
94583	34	SAN RAMON, FAIRFIELDS	1
94801	35	RICHMOND, EL SOBRANTE, N RICHMOND, POINT RICHMOND	1
94805	36	RICHMOND, EL SOBRANTE	1
94806	37	SAN PABLO, EL SOBRANTE, RICHMOND, TARA HILLS	1
94516	38	CANYON	0
94522	39	CONCORD	0
94528	40	DIABLO	0

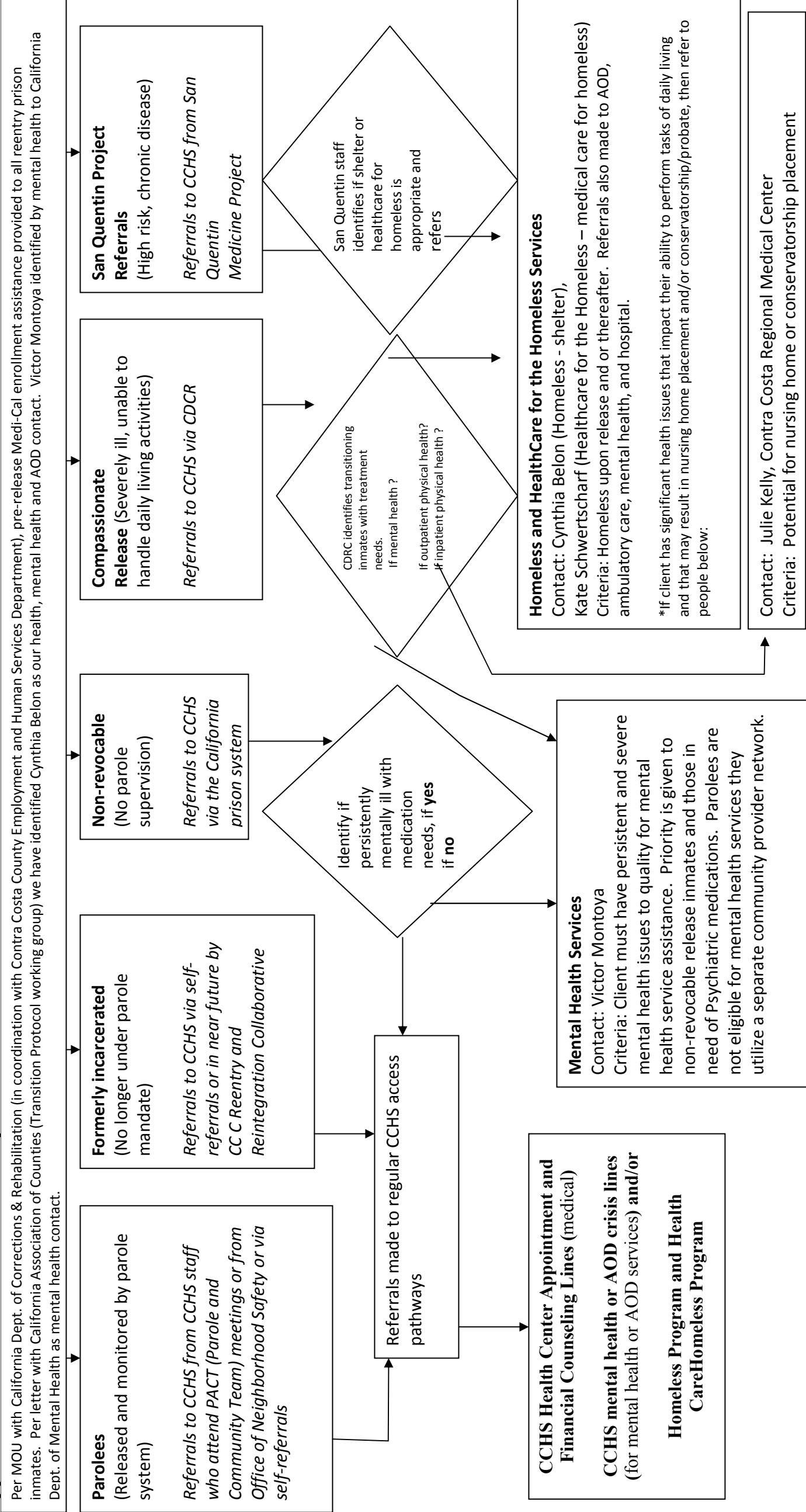
1,098 Mappable Records

2,538 Reported Records

Appendix 4: Reentry Task Force Composition

Stakeholder Group	Voting Members	Ex Officio Members*
Reentry Service Providers Employment Housing Health Legal Faith	<i>Brian Hogan/Eva Grenier</i> , Rubicon Programs <i>Adam Poe</i> , Bay Area Legal Aid <i>Barbara Becnel</i> , Neighborhood House <i>Kimberly Aceves</i> , RYSE Center <i>Piper Ehlen</i> , HomeBase <i>Vernon Williams/Megan Joseph</i> , Williams Group Inc./Empact Institute	
Formerly Incarcerated Organizations Individuals	<i>Sam Vaughn</i> , Richmond ONS <i>Dee Reyes</i> , One Day at a Time <i>Leonard Rubio</i>	
Youth At-Risk Youth (1) (connection to a youth service provider)	1	
State Agencies & Departments CDCR – Parole	<i>Dwayne Cooks</i> , CDCR – Parole Division	
County Departments Health Services County Administrator Social Services Probation District Attorney Public Defender	<i>Tiombe Mashama/ Fatima Matal Sol/ Cynthia Belon</i> , Health Services <i>Tim Ewell</i> , County Administrator <i>Paula Hernandez</i> , Probation <i>Robert Kochly</i> , District Attorney <i>Robin Lipetzy</i> , Public Defender <i>Caroline Kelly</i> , Department of Child Support <i>George Carter</i> , Workforce Development Board	
Law Enforcement Sheriff 2 police department representatives (1 from east and 1 from west county)	<i>Alec Griffin</i> , Richmond PD <i>John Vanderklaut</i> , Antioch PD <i>Steve Albanese</i> , Pittsburg PD <i>Brian Kawlinowski</i> , Contra Costa Sheriff Dept.	
Elected and/or City Officials Federal (ex-officio) State (ex-officio) County (2 voting) City (4: Richmond, Pittsburg, Antioch & Concord)	<i>David Fraser</i> , Supervisor Federal Glover <i>Terrance Cheung</i> , Supervisor John Gioia <i>Terri Waller</i> , State Senator Loni Hancock <i>Heather Schiffman</i> , State Senator Mark DeSaulnier <i>Devone Boggan</i> , Richmond ONS <i>Bill Shinn</i> , Concord City Council	8
Other	<i>Ken Renolds</i> , Contra Costa Community College <i>Linda Beth</i> , Contra Costa Council	
Foundations		Unlimited
Total	23-25	

Appendix 5: Health Care Services Reentry Flow Chart



Appendix 5: Contra Costa County Reentry Planning Initiative Participant List

- Adam Poe, Bay Area Legal Aid, Attorney
- Ah Ferickson, Ah Ferickson
- Albert Lee, California Department of Corrections and Rehabilitation
- Albert Featherstone, Project I.M.P.A.C.T.
- Alec Griffin, Richmond Police Department, Captain
- Alexa Vaughn, UC Berkeley, Journalist
- Alison Muller, East Bay Works
- Allyson West, California Reentry Program, Director
- Alphonso Guerrero, Compass Mentoring Academy
- Alvin Berstine, Bethelehem Missionary Baptist Church
- Alzetta Dobson, California Department of Corrections and Rehabilitation
- Amanda Elliott, Richmond Main Street, Deputy Chief of Staff
- Aminta Mickles, Contra Costa College
- Andre Lovan, California Department of Corrections and Rehabilitation
- Andre Shumake, Richmond Improvement Association, President
- Andrew Therol, California Department of Corrections and Rehabilitation
- Andrew Johnson, United States Department of Veteran's Affairs
- Angela Sevin, Heart Bridge, Photographer, Facilitator, Experiential Education
- Angela Jenkins, Kaiser Permanente, Community Benefit Manager
- Angela Moore, GRIP, Homeless Prevention Case Manager
- Anita Marquez, Center for Human Development, East County Site Director
- Antonio Stinson, Insight Prison Project
- Antonio Leyba, Antonio Leyba
- Arlinda Love, City of Richmond - Office of Neighborhood Safety
- Arnold Threats, Richmond Police Department, Lieutenant
- Arnold Perkins, Ijichi Perkins, Community Servant
- Arturo Castillo, Contra Costa Public Health Department, Director
- Barbara Bysiek, Family Stress Center
- Barbara Becnel, Neighborhood House of North Richmond, Executive Director
- Ben Mosley, East Bay Works
- Beth Waitkus, Insight Garden Program, Program Director
- Beverley Dickens, Beverley Dickens
- Bill Shinn, Office of Concord City Councilmember Bill Shinn, City Councilor
- Bill Heiser, Urban Strategies Council, Program Coordinator
- Bishop Mady Thomas, ThomasTurning Point Recovery
- Bob Underwood, California Department of Corrections and Rehabilitation
- Bob Cleveland, East County Boys and Girls Club
- Brian Kalinowski, Contra Costa County - Office of the Sheriff
- Brian Hogan, The Hawkins Center of Rubicon Programs, Staff Attorney
- Caroline Kelley, Contra Costa County - Department of Child and Support Services, Public Information Officer
- Charles Stewart, California Department of Corrections and Rehabilitation
- Chris Magnus, Richmond Police Department, Chief
- Chriss Duenas, California Department of Corrections and Rehabilitation
- Chuck Carpenter, Contra Costa College
- Chuer Winston, Neighborhood House of North Richmond
- Cochise Potts, Cochise Potts
- Concepcion James, Contra Costa Health Services, Reducing Health Disparities Manager
- Constance Cooper, Grace Bible Fellowship Prison Ministry, Student /EOPS
- Cynthia Belon, Contra Costa Health Services, Homeless Program Director
- Cynthia Haven, Contra Costa County Probation Department
- D Thompson, D Thompson
- D Salisbury, Centerforce

- **Danielle Wildkress**, *HomeBase/Center for Common Concern*
- **Daryl Nunley**, *Contra Costa County Probation Department*, Director of Field Operations
- **David Coleman**, *Contra Costa County*, Public Defender
- **David Fraser**, *Contra Costa County Board of Supervisors*, District 5
- **Dawna Vann**, *Contra Costa Health Services*
- **Deborah Dias**, *City of Richmond - Office of Neighborhood Safety*
- **Dee Reyes**, *One Day At A Time*
- **Denise Carey**, *Contra Costa County - Employment & Human Services Department*, SIT Coordinator/SFI Supervisor
- **Denise Howard**, *California Department of Corrections and Rehabilitation*,
- **Derrick West**, *Contra Costa County- Custodial Services* Assistant Custodial Manager
- **Devi Lanphere**, *Antioch Chamber of Commerce*
- **DeVone Boggan**, *City of Richmond - Office of Neighborhood Safety*, Director
- **Diane Gatewood**, *City of Richmond - Office of Neighborhood Safety*, Community Relations
- **Diane Aranda**, *California Endowment, Greater Bay Area Regional Office*, Program Manager
- **Diane Sanchez**, *The East Bay Community Foundation EBCF*, Director of Grantmaking & Donor Services
- **Don Thompson**, *Gateway AOD Services*
- **Donna Wigand**, *Contra Costa Health Services*
- **Donna Floyd**, *Contra Costa College*
- **Donna Zukauckas**, *Delta 2000*, Community Liaison
- **Dorothy Walls-Stewart**, *Dorothy Walls-Stewart*
- **Dorsey Nun**, *All of Us or None*
- **Dr. Niinana kweku**, *Jamani Project*
- **Dwayne Cooks**, *California Department of Corrections and Rehabilitation*, Parole Administrator
- **Ed Doikno**, *Contra Costa County Board of Supervisors*, District 5
- **Elaine Pendergast**, *Center for Human Development*
- **Eleanor Thompson**, *Social Progress Inc.*, CEO
- **Eli Moore**, *Pacific Institute*, Associate
- **Eric Blaettler**, *California Department of Corrections and Rehabilitation*
- **Eric Gavidia**, *Eric Gavidia*
- **Erik Meldrum**, *Contra Costa County Probation Department*
- **Eva Grenier**, *Rubicon Programs Incorporated*
- **Fatima Matal Sol**, *Contra Costa Health Services*, Alcohol and Other Drugs Services Division
- **Federal Glover**, *Contra Costa County Board of Supervisors*, District 5
- **Fermin Rubio**, *California Department of Corrections and Rehabilitation*
- **Frank Hernandez**, *Contra Costa College*
- **Fred Haywood**, *CDCR - Division of Adult Parole*, Regional Parole Administrator
- **Gary Rapaport**, *Sutter Delta Medical Center*
- **Gary Bell**, *Gary Bell*
- **George Miller**, *District 7 Office of George Miller*, Congressman
- **George Carter III**, *Contra Costa County - Workforce Development Board*, Business Service Representative
- **Gloria Sandoval**, *STAND! Against Domestic Violence*, Executive Director
- **Guy Bjerke**, *City of Concord*, Mayor
- **Hamidiya Cooks**, *All of Us or None*
- **Heather Schiffman**, *Office of District 7 State Senator Mark DeSaulnier*, District Representative
- **Helen Vaughn**, *PPNC*
- **Herman Sally**, *United States Department of Veteran's Affairs*
- **Iris Archuleta**, *Emerald Consulting - UrAtWork, Inc*
- **Jacques Verduin**, *Insight Prison Project*, Executive Director
- **Jael Myrick**, *California State Assembly*, Field Representative
- **James Davis**, *City of Antioch*, Mayor
- **James & Sharon Haynes**, *New Covenant World Ministries*, Pastors
- **Jane Fischberg**, *Rubicon Programs Incorporated*
- **Jared Martin**, *California Department of Corrections and Rehabilitation*
- **Jason Hemmes**, *Entron*

- **Jay Grover**, *Prison Fellowship Ministries*
- **J Douglas Hollie**, *H.E.A.R.T. 2 H.E.A.R.T., Inc.*
- **Jeannie Cummings**, *Lift Every Voice-FMCH*
- **Jennifer Thompson**, *Insight Prison Project*, Program Manager
- **Jennifer Williams**, *Solar Richmond*, Executive Assistant
- **Jenny Robbins**, *Contra Costa Health Services*, Director
- **Jerry McNerney**, *District 11 Office of Jerry McNerney*
- **Jerry Macy**, *One Day At A Time*
- **Jim Trombley**, *Jim Trombley*, Principle
- **Jim Craft**, *Success Through Self Academy*, Chief of Staff
- **Joan Buchanan**, *California State Assembly*, California State Assembly - District 15
- **Joan Carpenter**, *Contra Costa County Board of Supervisors*, Contra Costa County - Board of Supervisors District 1
- **Joe McCoy**, *City of Richmond - Office of Neighborhood Safety*, Senior Dean of Students
- **Joe Valentine**, *Contra Costa County - Employment & Human Services Department*, Director
- **John Larsen**, *State Board of Parole Hearing*, Judge
- **John Garamendi**, *District 10 Office of John Garamendi*
- **John Va**, *Antioch Police Department*
- **John Battle**, *California Department of Corrections and Rehabilitation*
- **John Abella**, *Community Health for Asian Americans*
- **John Maldonado**, *John Maldonado*
- **John Gioia**, *Contra Costa County Board of Supervisors*, District 1
- **John VanderKlugt**, *Antioch Police Department*, Lieutenant
- **Johnny Rodriguez**, *One Day At A Time*, Executive Director
- **Joni Canada**, *HomeBase/Center for Common Concern*, Staff Attorney
- **Joseph Villarreal**, *Contra Costa Housing Authority*, Executive Director
- **Joseph Barrett**, *Alpha Technical Training Group*, President
- **Joseph Partansky**, *Joseph Partansky*, California State Assembly member
- **Joyce Edwards**, *Contra Costa College - Catering*
- **Julie Setele**, *Department of Sociology*
- **Junious Williams**, *Urban Strategies Council*, CEO
- **K Cunn**, *County of Contra Costa - Superior Court of California*
- **K Matthews**, *New Horizons*
- **Kanwarpal Dhaliwal**, *RYSE Center*
- **Karen Perkins**, *Ijichi Perkins*
- **Kathie Crawford**, *Kathie Crawford*
- **Kathleen Sullivan**, *City of Richmond - Human Rights Commission*, District Attorney
- **Kathy Jones**, *Economic Opportunity Council*
- **Kathy Prizmich**, *CDCR - Office of Community Partnerships*, Deputy Director
- **Kelly Dunn**, *The Hawkins Center of Rubicon Programs*
- **Kenneth Reynolds**, *Contra Costa College*, EOPS/CARE Outreach Coordinator
- **Kenyatta Arnold**, *Urban Strategies Council*, Program/Research Assistant
- **Kim MacDonald**, *City of Richmond - Office of Neighborhood Safety*
- **Kimberly Aceves**, *RYSE Center*, Co-Executive Director
- **Larry Lewis**, *Richmond Police Activities League*, Executive Director
- **Larry Eberle**, *California Department of Corrections and Rehabilitation*
- **Larry McQuitta**, *California Department of Corrections and Rehabilitation*
- **Larry Bowler**, *Presley Group*
- **Larry Crosby**, *Volunteers in Probation*
- **Latressa Alford**, *District 7 Office of George Miller*, Senior District Representative
- **Laura Bowman**, *California State Prison - San Quentin*, Community Partnerships Manager & STAND UP Project Director
- **Laure O'Donnell**, *Contra Costa County - Department of Child and Support Services*
- **Leonard Neal**, *Project I.M.P.A.C.T.*
- **Liliana Melano**, *Stride Center*
- **Linda Woods**, *AODS*

- **Linda Evans**, *All of Us or None*, Lead Organizer
- **Lionel Chatman**, *Contra Costa County Probation Department*, County Probation Officer
- **Lisa Finnie**, *HOPE*, Executive Director
- **Liz Vance**, *Urban Strategies Council*, Program Coordinator
- **Loni Hancock**, *California State Assembly*, California State Senate - District 9
- **Lorenza Hall**, *Mark Morris Associates*, Research Director
- **Lori K. Beath**, *Friends Outside*, Director
- **Lupe Schoenberger**, *Office of District 7 State Senator Mark DeSaulnier*, District Director
- **Luz Gomez**, *Contra Costa County Board of Supervisors*, District Coordinator
- **Lynn Snyder**, *Contra Costa County - Civil Grand Jury*
- **Lynn Baskett**, *John Muir Medical Center*
- **Mae Chan**, *Mae Chan*
- **Malcolm Hoover**, *University of California San Francisco*, Community Partnerships Program
- **Manuel La Fontaine**, *All of Us or None*, Organizer
- **Maricarmen Peoples**, *CDCR - Office of Community Partnerships*, Program Manager
- **Marilyn Langlois**, *City of Richmond - Office of the Mayor*
- **Mark DeSaulnier**, *Office of District 7 State Senator Mark DeSaulnier*, California State Senate - District 7
- **Mark Foisie**, *San Pablo Police Department*, College Vice President
- **Martha Toscano**, *Office of Senator Loni Hancock*, District Representative
- **Mary Rocha**, *Brighter Beginnings*, Community LiasionCoordinator
- **Mathew Summers**, *Antioch Police Department*, Antioch Police Officer
- **McKinley Williams**, *Contra Costa College*
- **Megan Joseph**, *Empact Institute*, Director
- **Melana Paris**, *California Department of Corrections and Rehabilitation*
- **Michael Starks**, *Bi BettCorp EORC*, Senior Dean of Instruction
- **Michael Tu**, *California Department of Corrections and Rehabilitation*
- **Michael Katz**, *Richmond Equitable Development Initiative*, REDI Outreach Coordinator
- **Michele Jackson**, *Contra Costa College*
- **Michelle Shutzer**, *Stride Center*
- **Mickey Marchetti**, *Antioch Police Department*, REACH Director
- **Monta Vaca**, *East Bay Works*, WIA Case Manager
- **Mose B Jackson**, *New Covenant World Ministries*
- **Muriel Martin**, *California Department of Corrections and Rehabilitation*
- **Nakia Cooper**, *Nakia Cooper*, Founder
- **Nancy Thome**, *City of San Pablo*
- **Nancy Skinner**, *California State Assembly*, California State Assembly - District 14
- **Natalio Perm**, *Bi BettCorp ACFF*
- **Norell Wheeler**, *Anka Behavioral Health*
- **Oscar Bobrod**, *Contra Costa County - Office of the Public Defender*
- **Pastor James R. Haynes**, *New Covenant World Ministries*
- **Pat Kaspar**, *The Hawkins Center of Rubicon Programs*
- **Paul Buddenhagen**, *Contra Costa County - Employment & Human Services Department*, Program Manager
- **Paula Hernandez**, *Contra Costa County Probation Department*, Chief Deputy Probation Officer
- **Peggy Holland**, *Sisters Scissy Aprons*
- **Phil Munley**, *Contra Costa County Veterans Service office*, Veterans Services Officer
- **Phil Gottlieb**, *Los Medanos College*, Counselor
- **Phillip Seiler**, *Insight Prison Project*
- **Piper Ehlen**, *HomeBase/Center for Common Concern*, Staff Attorney
- **Priscilla Leadon**, *Contra Costa College*
- **Rayar Joern**, *The Hawkins Center of Rubicon Programs*
- **Rebecca Brown**, *Further the Work*, President
- **Renee Giometti**, *Contra Costa County - Employment & Human Services Department*
- **Rev. Rochelle Frazier**, *Pittsburg United Methodist Church*, Pastor
- **Richard Reveles**, *Greater Richmond Interfaith Program*
- **Richard Jimenez**, *Walden House*

- **Rischa Slade**, *West Contra Costa Youth Service Bureau*, Deputy Director
- **Rob Hope**, *Rubicon Programs Incorporated*, Director of Workforce Services
- **Robert Kochly**, *Contra Costa County Office of the District Attorney*, District Attorney
- **Robert Telles**, *AODS*
- **Robert Wong**, *California State Prison - San Quentin*,
- **Robert Kochly**, *Contra Costa County*, District Attorney
- **Robert Lewis**, *Grace Bible Fellowship Prison Ministry*
- **Robin Lipetzy**, *Contra Costa County - Office of the Public Defender*, Public Defender
- **Roland Schumacher**, *Friends Outside*
- **Ronald Shaw**, *West Contra Costa Youth Service Bureau*
- **Ronell Ellis**, *Ronell Ellis*
- **Ruth Dineen**, *East Bay Center for the Performing Arts*
- **Ryan Geis**, *Antioch Police Department*, Police Officer
- **Sal Garcia**, *City of Richmond - Office of Neighborhood Safety*
- **Sam Vaughn**, *City of Richmond - Office of Neighborhood Safety*
- **Sammi Triolo**, *Insight Garden Program*
- **Sharon Henderson**, *Contra Costa County - Department of Child and Support Services*
- **Sheila White**, *Goodwill Industries of the Greater Bay Area*
- **Sheila Persons**, *Neighborhood House of North Richmond*
- **Sherry Drobner**, *LEAP- City of Richmond*
- **Shirley Marchetti**, *REACH*, Assistant Director
- **Shirley Poe**, *Shirley Poe Consulting*, Principal Consultant
- **Sianne King**, *Sianne King*, Parolee/CCC Student
- **Sibyh Golson**, *California Department of Corrections and Rehabilitation*
- **Sid Holter, Jr.**, *Sid Holter, Jr.*
- **Sims Thompson**, *Sims Thompson*
- **Stacie Rawski**, *California Department of Corrections and Rehabilitation*
- **Stacy Vann**, *Henkels & McCoy*
- **Stanley Wade**, *Stride Center*
- **Stephen Baiter**, *Workforce Development Board of Contra Costa County*, Executive Director
- **Steve Albanese**, *Pittsburg Police Department*, Sergeant
- **Steve Spiker**, *Urban Strategies Council*, Director of Research & Technology
- **Susun Kim**, *Bay Area Legal Aid*
- **Taalia Hasan**, *West Contra Costa Youth Service Bureau*, Executive Director
- **Tamara Walker**, *Richmond Police Activities League*, Program Director
- **Teresa Hernandez-Cain**, *Teresa Hernandez-Cain*, Independent Beauty Consultant
- **Terrance Cheung**, *Contra Costa County Board of Supervisors*, Chief of Staff
- **Terri Phillips**, *California Department of Corrections and Rehabilitation*
- **Terri Waller**, *State Senator - Assembly woman Loni Hancock's office*, District Director
- **Thomas Scruggs**, *Contra Costa County Office of Education*, Principal
- **Tim Ewell**, *Contra Costa County- Public Administrator*, Senior Management Analyst
- **Timothy Grayson**, *City of Concord - Police Department*, CEO
- **Tiombe Mashama**, *Contra Costa Health Services*, Community Health Education Coordinator
- **Todd Billeci**, *Contra Costa County Probation Department*, Director of Field Operations
- **Tom Torlakson**, *California State Assembly*, California State Assembly - District 11
- **Tracy Reed**, *Greater Richmond Interfaith Program*,
- **Tyree Foster**, *Neighborhood House of North Richmond*, Case Manager
- **Vallee Suennen**, *Anka Behavioral Health*
- **Vernon H. Williams III**, *The Williams Group, Inc.*, Executive Director
- **Vicki Ferguson**, *Contra Costa College*
- **Viril Matheny**, *California Department of Corrections and Rehabilitation*
- **Ward Allen**, *P/G*
- **Warren Rupf**, *Contra Costa County*, Sheriff
- **William Enriquez**, *California Department of Corrections and Rehabilitation*
- **William Walker**, *Contra Costa Health Services*, Director and Health Officer
- **Wyman Chan**, *California Department of Corrections and Rehabilitation*

- **Yuri Saito**, *United States Department of Veteran's Affairs*
- **Yvette McCollumn**, *Contra Costa County Probation Department*
- **Yvonne Mau**, *Rubicon Programs Incorporated*

Appendix 7: Definitions of Recidivism

There are many different definitions of recidivism. While most definitions contain the element of return to incarceration, there is considerable variance in how technical violations of the conditions of probation or parole that lead to re-incarceration are handled or how incarceration on a new charge leading to confinement in county jail when the prior incarceration was in state prison. Additionally, some definitions include an element of time in terms of the time period between release and re-incarceration. Given the variations in definitions, it is important for stakeholders to develop a general definition of recidivism. It may also be necessary to adjust that definition for different program purposes and funding opportunities. Below we present several definitions of recidivism.

National Institute for Justice

Criminal recidivism refers to reoffending or repeated criminal behavior and may be measured as self-reported offenses, arrests and/or convictions.

<http://www.ojp.usdoj.gov/nij/glossary-terms/recidivism.htm>

California Department of Corrections and Rehabilitation

The CDCR Office of Research, JRB, working in conjunction with DJJ, developed the following definition for a recidivist:

An individual previously adjudicated of a crime, committed to the CDCR's DJJ, released to parole or directly discharged and who was subsequently arrested in California, returned/recommitted to DJJ, or returned/committed to the Division of Adult Institutions (DAI) during a specified follow-up period of time, independent of his/her discharge status on the initial commitment.

http://www.cdcr.ca.gov/Reports_Research/docs/Recidivism%20Report.FY0405.%20FINAL.DJJ.pdf

The 'Lectric Law Library

Recidivism means the rearrest, reconviction, or reincarceration of former inmates. Recidivism is the critical outcome variable in corrections, but assessing recidivism is a very complex measurement problem. Re-admission to prison is the most conservative measure; most studies use arrest for a new crime.

<http://www.lectlaw.com/def3/r0066.htm>

Other dictionary definitions:

- Habitual or chronic relapse of criminal or antisocial offenses.

(<http://www.english-test.net/gmat/vocabulary/words/101/gmat-definitions.php#recidivism>)

- A repeated relapsing into criminal or delinquent behavior.

(<http://www.thefreedictionary.com/recidivism>)

- Habitual relapse into crime.

(<http://www.thefreedictionary.com/recidivism>)

Appendix 8: Reentry Networks in California

Jurisdiction	Created By:	Housed	Structure	Funding Source
San Francisco County: Reentry Council of the City and County of San Francisco	County Ordinance	Public Defender's Office (Co-chairs from the following offices: Public Defender, District Attorney, Sheriff and Mayor)	<ul style="list-style-type: none">• Full council• Subcommittee on Civil Rights & Civil Engagement of Formerly Incarcerated Individuals• Subcommittee on Community Justice & Alternatives to Incarceration• Subcommittee on Health & Well Being of Currently and Formerly Incarcerated Individuals• Subcommittee on Self-Sufficiency of Currently and Formerly Incarcerated Individuals	

Jurisdiction	Created By:	Housed	Structure	Funding Source
			<ul style="list-style-type: none"> Subcommittee on Welfare & Safety of Families, Victims, & Communities 	
Alameda County: Alameda County Reentry Network	Voluntary agreement of elected, public agencies and nonprofit groups	Community-Based Organization	<ul style="list-style-type: none"> Decision Makers Table Coordinating Council Jail Implementation Committee Prison Implementation Committee Training and professional Development Committee 	<ul style="list-style-type: none"> Foundations Second Chance Act Grant
San Mateo County: ACHIEVE 180	Voluntary agreement between Board of Supervisors and various county departments	County Manager's Office	Transition Planning Team	<ul style="list-style-type: none"> Second Chance Act Grant County
San Diego County: SB618 Prisoner Reentry Program	SB 618: joint effort between the state, county and community agencies	County District Attorney's Office		

Appendix 9: Funding Sources for Reentry

Government

- Department of Justice www.justice.gov
 - Second Chance Act
- California Emergency Management Agency www.oes.ca.gov

3. Office of Juvenile Justice and Delinquency Prevention www.ojjdp.gov

Foundations

1. The Ford Foundation www.fordfoundation.org
2. The California Endowment www.calendow.org
3. The California Wellness Foundation www.calwellness.org
4. Hewlett Foundation www.hewlett.org
5. Evelyn & Walter Haas Jr. Fund www.haasjr.org
6. The Gleitsman Foundation www.gleitsman.org

End Notes

ⁱ Western, Bruce, "Reentry," *Boston Review* (July/August 2008)

ⁱⁱ California Department of Corrections and Rehabilitation – Division of Juvenile Justice, http://www.cdcr.ca.gov/Reports_Research/docs/research/JUNE2009-CHARACTERISTICS.pdf (July 6, 2010).

ⁱⁱⁱ Bruce, "Reentry," *Boston Review*

^{iv} Pew Center on States, 1 in 31: The Long Reach of American Corrections – California Fact Sheet," http://www.pewcenteronthestates.org/uploadedFiles/wwwpewcenteronthestatesorg/Fact_Sheets/PSPP_1in31_factsheet_CA.pdf (Jan. 25, 2011).

^v Pew Center on States, 1 in 31: The Long Reach of American Corrections – California Fact Sheet," http://www.pewcenteronthestates.org/uploadedFiles/wwwpewcenteronthestatesorg/Fact_Sheets/PSPP_1in31_factsheet_CA.pdf (Jan. 25, 2011).

^{vi} California Department of Corrections and Rehabilitation – Division of Juvenile Justice, *Population Characteristics Report – June 2009*, http://www.cdcr.ca.gov/Reports_Research/docs/research/JUNE2009-CHARACTERISTICS.pdf (July 6, 2010).

^{vii} California Department of Corrections and Rehabilitation, Offender Information Services Branch, Estimates and Statistical Analysis Section, Data Analysis Unit,. *California Prisoners and Parolees, 2008: Summary Statistics on Adult Felon Prisons and Paroles, Civil Narcotic Addicts and Outpatients and Other Populations*, http://www.cdcr.ca.gov/Reports_Research/Offender_Information_Services_Branch/Annual/CalPris/CALPRISd2008.pdf.

^{viii} CS Possession for Sale, Sales, Manufacturing; Marijuana Possession for Sale, Sale; CS Possession, CS Other; Hashish Possession; Marijuana Other.

^{ix} California Department of Corrections and Rehabilitation, Offender Information Services Branch, Estimates and Statistical Analysis Section, Data Analysis Unit,. *California Prisoners and Parolees, 2008: Summary Statistics on Adult Felon Prisons and Paroles, Civil Narcotic Addicts and Outpatients and Other Populations*, http://www.cdcr.ca.gov/Reports_Research/Offender_Information_Services_Branch/Annual/CalPris/CALPRISd2008.pdf. Returns within two years include returns within one year.

^x Rosenfeld, R., Wallman, J., Ferrango, R.J., "The Contribution of Offenders to Crime Rates," in Travis, J.; Visher, C, eds., *Prisoner Reentry and Public Safety in America*, (New York: Cambridge University Press, 2005), 80-104.



Contra Costa Reentry Initiative

Contra Costa County Reentry and Reintegration Collaborative (CCCRRC) Strategic Plan Update

**Presentation to The Contra Costa County Board of
Supervisors' Public Protection Committee**

February 7, 2011

**Prepared by: Urban Strategies Council and
Ijichi Perkins & Associates**

Overview

- Background
- Definition of Recidivism, Reentry and Reintegration
- Reentry Population in the County
- Estimates of Reentry Population Service Needs
- Policy and System Recommendations
- Strategic Plan
- CCCRRC Vision, Mission and Infrastructure
- Program Recommendations
- Funding Sources
- Next Steps



Reentry Planning Initiative Background

- Initiated by DeVone Boggan, Director of the Richmond Office of Neighborhood Safety (ONS), in collaboration with Supervisors John Gioia and Federal Glover
- The ONS secured funding from The California Endowment to hire Urban Strategies Council (Council) and Ijichi Perkins & Associates (IPA) to facilitate planning process
- Purpose was to develop a Reentry Strategic Plan to improve coordination and collaboration among reentry stakeholders, and ultimately to improve outcomes and reduce recidivism for the formerly incarcerated residents of Contra Costa County.



Planning Initiative Process

- Convened stakeholders including county, city and state agencies, elected officials, service providers, law enforcement, corrections, formerly incarcerated individuals, community-based organizations and residents from across the county
- During the period from August 2009 through July 2010, the Initiative convened 14 meetings of approximately 200 stakeholders
- During process, Task Force facilitated two federal Second Chance Act applications—not awarded funds, but developed a juvenile reentry plan



Task Force Membership

County Departments

Tiombe Mashama/ Fatima Matal Sol/ Cynthia

*Belon, **Health Services***

*Tim Ewell, **County Administrator***

*Paula Hernandez, **Probation***

*Robert Kochly, **District Attorney***

*Robin Lipetzy, **Public Defender***

*Caroline Kelly, **Department of Child Support***

*George Carter, **Workforce Development Board***



Task Force Membership

Reentry Service Providers

- *Brian Hogan/Eva Grenier*, **Rubicon Programs**
- *Adam Poe*, **Bay Area Legal Aid**
- *Barbara Becnel*, **Neighborhood House**
- *Kimberly Aceves*, **RYSE Center**
- *Piper Ehlen*, **HomeBase**
- *Vernon Williams/Megan Joseph*, **Williams Group Inc./Empact Institute**



Task Force Membership

Elected and/or City Officials

- *David Fraser*, **Supervisor Federal Glover**
- *Terrance Cheung*, **Supervisor John Gioia**
- *Terri Waller*, **State Senator Loni Hancock**
- *Heather Schiffman*, **State Senator Mark DeSaulnier**
- *Devone Boggan*, **Richmond ONS**
- *Bill Shinn*, **Concord City Council**



Task Force Membership

Law Enforcement

- *Alec Griffin*, Richmond PD
- *John Vanderklaut*, Antioch PD
- *Steve Albanese*, Pittsburg PD
- *Brian Kawlinowski*, Contra Costa Sheriff Dept.

State Agencies & Departments

- *Dwayne Cooks*, CDCR – Parole Division



Task Force Membership

Formerly Incarcerated

- *Sam Vaughn*, Richmond ONS
- *Dee Reyes*, One Day at a Time
- *Leonard Rubio*

Other

- *Ken Reynolds*, Contra Costa Community College
- *Linda Beth*, Contra Costa Council



What Is Recidivism (cont.)?

The 'Lectric Law Library

Recidivism means the re-arrest, reconviction, or re-incarceration of former inmates. Recidivism is the critical outcome variable in corrections, but assessing recidivism is a very complex measurement problem. Re-admission to prison is the most conservative measure; most studies use arrest for a new crime.



What Is Recidivism (cont.)?

U.S. Department of Justice, Office of Justice Programs definitions:

National Institute for Justice:

Criminal recidivism refers to re-offending or repeated criminal behavior and may be measured as self-reported offenses, arrests and/or convictions.

Bureau of Justice Assistance:

A return to prison and/or jail with either a new conviction or as the result of revocation of the terms of supervision within 12 months of initial release.



What Is Reentry and Reintegration?

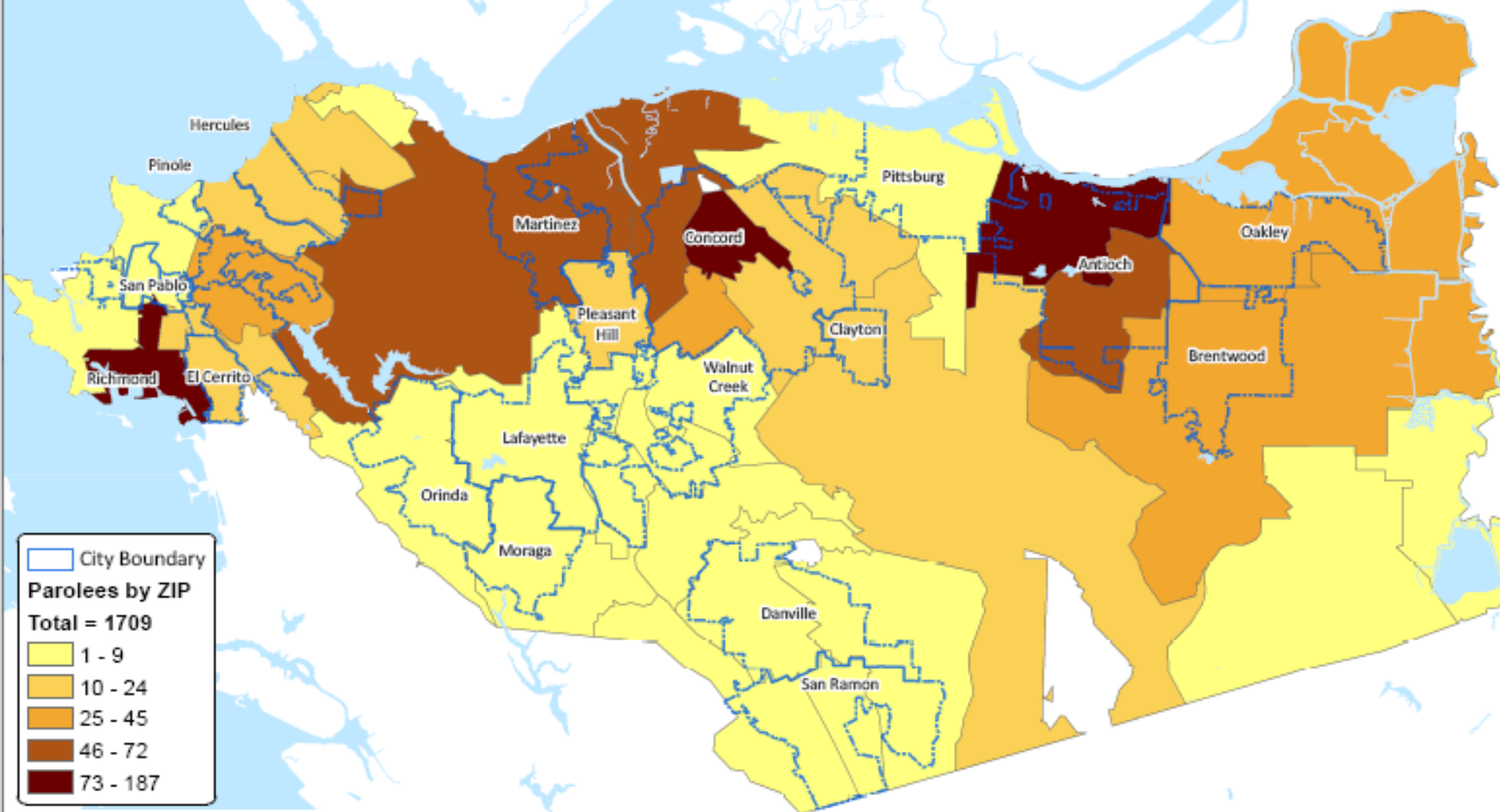
The Initiative defines **reentry and reintegration** as a process, beginning at the time of adjudication, which plans for and provides the necessary services and supports to enable the formerly incarcerated individual to reenter the community, achieve stability, successfully reintegrate back into family and community life, and to complete probation and parole without being re-incarcerated.

2009 Contra Costa County Reentry Population Summary Table (July 6, 2010)

	Parole	Probation	Total
Adult	1419	2719	4138
Juvenile	52	3128	3180
Total	1471	5847	7318



Contra Costa County Parolee Population by Zip Code, as of July 2, 2010

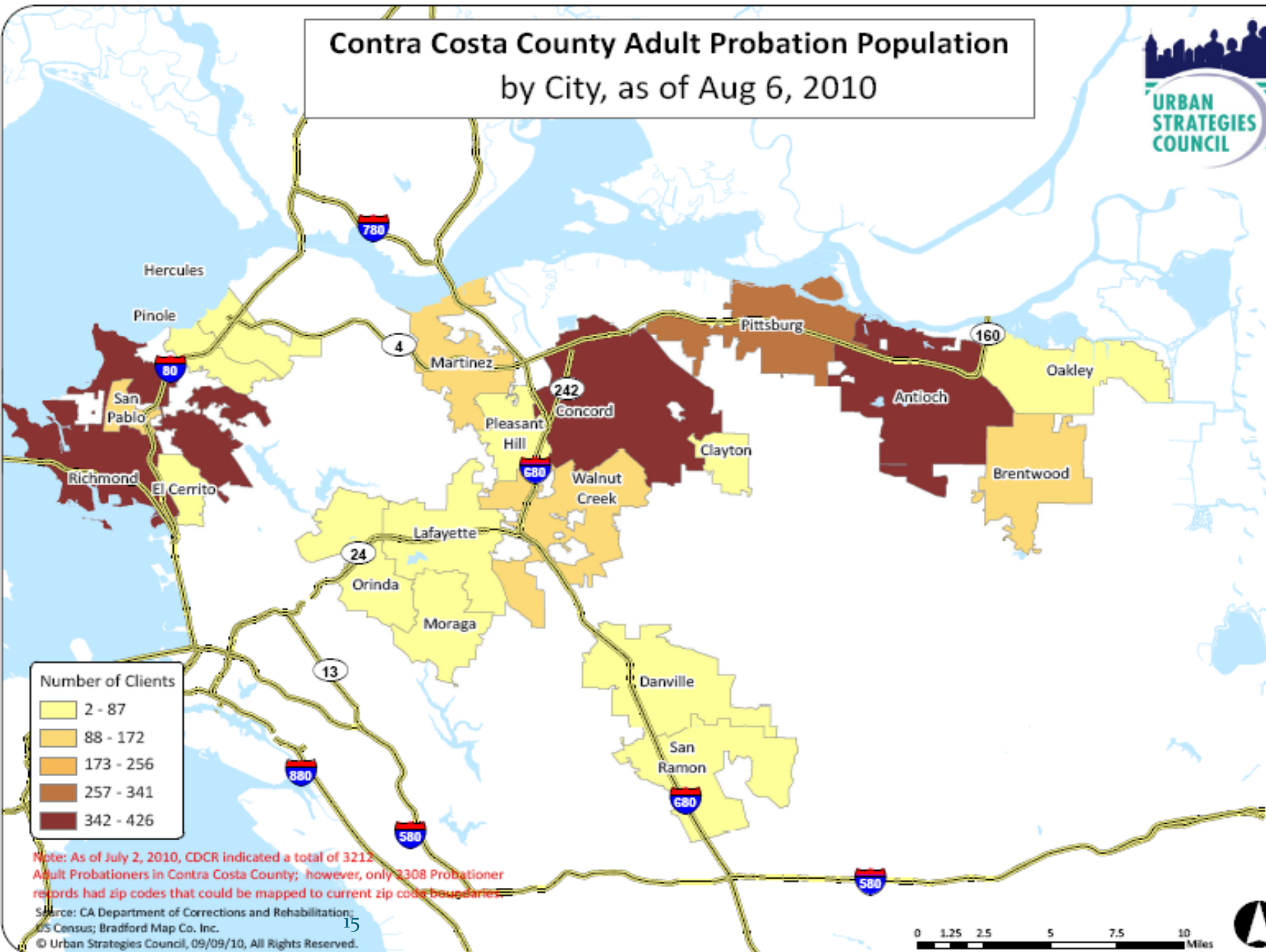


Note: As of July 2, 2010, CDCR indicated a total of 1709 parolees in Contra Costa County; however, only 1040 parolee records had zip codes that could be mapped to current zip code boundaries.

Source: CA Department of Corrections and Rehabilitation;
US Census; Bradford Map Co. Inc.

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Contra Costa County Adult Probation Population by City, as of Aug 6, 2010



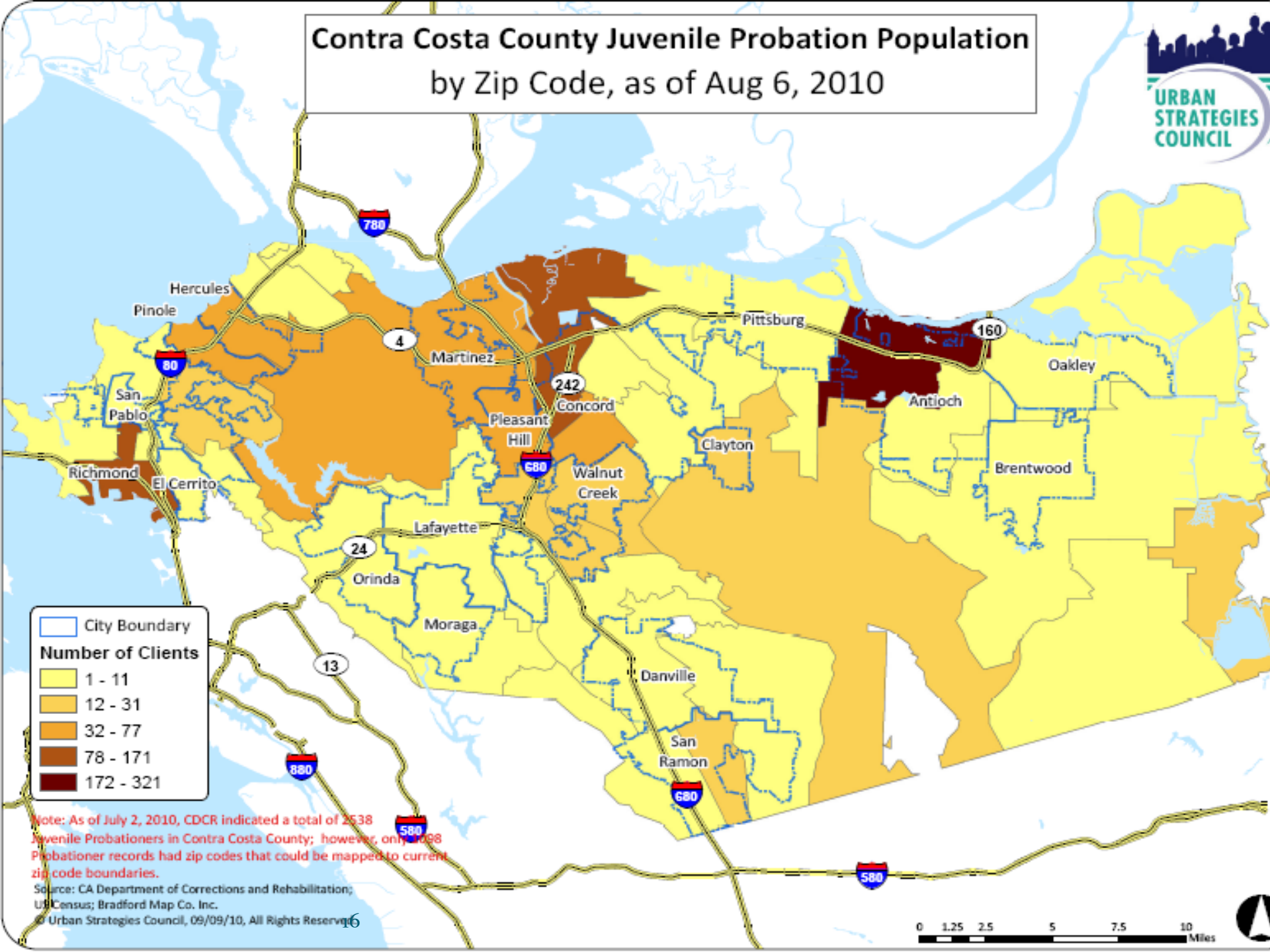
Number of Clients

- 2 - 87
- 88 - 172
- 173 - 256
- 257 - 341
- 342 - 426

Note: As of July 2, 2010, CDCR indicated a total of 3212 Adult Probationers in Contra Costa County; however, only 2308 Probationer records had zip codes that could be mapped to current zip code boundaries.

Source: CA Department of Corrections and Rehabilitation;
US Census; Bradford Map Co. Inc.
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Contra Costa County Juvenile Probation Population by Zip Code, as of Aug 6, 2010



Reentry Service Needs Estimates

For approximately 4,138 adult parolees and probationers in Contra Costa County, based on available research, we estimate the following service needs:

- **Substance Abuse:** 3,062 treatment spaces
- **Employment:** 2,482 job placements
- **Housing:** 1,241-2,069 housing placements
- **Health Services:** 662 primary care slots
- **Education:** 1,696 adult education spaces
- **Family Services:** 2,274 parolees and probationers may need family counseling, support or reunification assistance



Policy Recommendations to the Board of Supervisors

1. The Board should adopt the Contra Costa County Reentry Strategic Plan as the county's official strategic plan for reentry.
2. The Board should adopt the CCCRRC as the countywide mechanism for coordination and implementation of the strategic plan.
3. The Board should designate a single county agency to house the CCCRRC and to provide leadership and administrative support for its operations, and to coordinate the support of other county and governmental agencies, non-profit, faith-based and business partners, and community residents in achievement of the goals and objectives set forth in the strategic plan.

Strategic Plan Outline

- Part I: Vision and Purpose
- Defining Reentry and Reintegration
- Vision, Mission and Values Statement
- Vision Statement
- Mission Statement
- Principles and Values
- Goals and Objectives



CCCRRC Vision Statement

Individuals released from incarceration into communities in Contra Costa County will become part of an integrated and supportive service network comprised of community-based organizations, government and public agencies, and the broader community. This network will jointly create pathways for the successful reentry and reintegration of formerly incarcerated individuals back into the community.

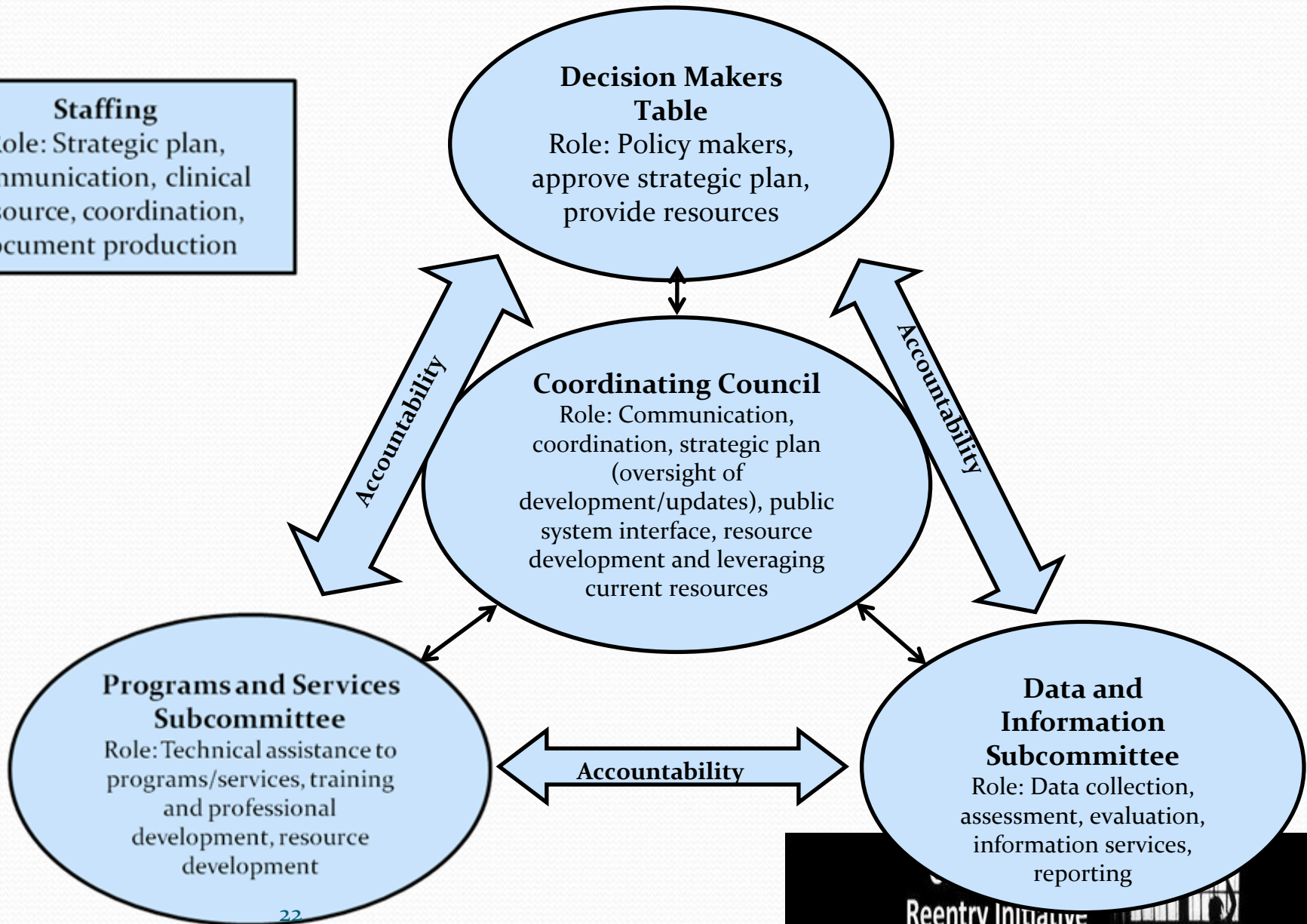
CCCRRC Mission Statement

The primary mission is to engage and support individuals, families, and communities in transitioning formerly incarcerated individuals to become active and impactful members of their communities. CCCRRC will accomplish this mission through the development and support of necessary public policy, public safety, community awareness and services.

CCCRRC Infrastructure

Staffing

Role: Strategic plan, communication, clinical resource, coordination, document production



Program Recommendations to CCCRRC

- Reentry Process
- Service Delivery System
- Education and Computer Literacy
- Financial Literacy and Services
- Employment
- Mental Health
- Substance Abuse
- Health
- Mentoring/Community Engagement
- Housing
- Legal Services



Program Recommendations to CCCRRC (cont.)

Reentry Process

The reentry process includes several stages: sentencing, incarceration, pre-release, release and reentry. **Risk and needs assessment** should be conducted at sentencing and adjusted throughout to meet the needs of the individual.

Service Delivery System

Develop a system of **sufficient capacity** to meet the needs of the formerly incarcerated that will include trainings and professional development for service providers and county employees.

Education and Computer Literacy

Offer appropriate **educational and computer skills training** programs to both inmates and the formerly incarcerated.

Program Recommendations to CCCRRC (cont.)

Financial Literacy and Services

Provide **basic financial literacy** to the formerly incarcerated and connect them with financial services such as credit and budget counseling, bank accounts, public benefits and tax preparation assistance.

Employment

Develop and **enhance job training and certificate programs** targeted at the formerly incarcerated. Implement a county “**Ban the Box**” policy and educate employers on the financial benefits of hiring this demographic.

Mental Health

Identify individuals requiring **mental health services prior to release and develop a transition process** that will allow for the seamless transfer of medical records between institutions. Connect youth to the Contra Costa County Mental Health Services Act (MHSA) Transition Age Youth (TAY) program.



Program Recommendations to CCCRRC (cont.)

Substance Abuse

Improve the coordination of and **access to substance abuse services** for the reentry population **beginning at the pre-release stage.**

Provide technical support to Addiction Recovery Counselors to ensure that inmates suffering from substance abuse receive an integrated approach to treatment during and after incarceration.

Health

Create an **internal committee to coordinate all health issues.**

Implement a system for providing the reentry population with health services, including transfer of medical records, connecting them to services and establishing reimbursement mechanisms.

Program Recommendations to CCCRRC (cont.)

Mentoring/Community Engagement

Create a task force dedicated to exploring **structured mentoring opportunities** and evidence-based practices specific to addressing the needs of formerly incarcerated individuals. Identify and obtain financial support to develop, evaluate and sustain mentoring efforts.

Housing

Involve the inmate, community-based case manager and parole/probation officer in the **pre-release planning process to identify housing opportunities**. Collaborate with the housing authority to implement policies that remove barriers to housing.

Legal Services

Connect the reentry population to **free and low-cost legal services** including family court order modifications, housing, “Clean Slate” clinics, Homeless Court and Traffic Court. Create reentry courts, drug courts, mental health courts and alternatives to incarceration/diversion programs.



Funding Resources

Government

- Department of Justice www.justice.gov
 - Second Chance Act
- California Emergency Management Agency www.oes.ca.gov
- Office of Juvenile Justice and Delinquency Prevention
www.ojjdp.gov

Foundations

- Rosenberg Foundation www.rosenfound.org/
- The California Endowment www.calendow.org
- The California Wellness Foundation www.calwellness.org
- Hewlett Foundation www.hewlett.org
- Evelyn & Walter Haas Jr. Fund www.haasjr.org
- The Ford Foundation www.fordfoundation.org
- The Gleitsman Foundation www.gleitsman.org



Next Steps

- Based on the actions taken by the Public Protection Committee, the plan will be submitted to the Board of Supervisors for action
- If you have any questions or comments regarding the strategic plan, please contact:

Terrance Cheung:

Terrance.Cheung@bos.cccounty.us

David Fraser:

David.Fraser@bos.cccounty.us

